



# SUSTAINABILITY

IMPACT REPORT | FISCAL 2025





## A MESSAGE FROM OUR PRESIDENT & CEO

**At Plexus, our vision drives our purpose—  
We help create the products that build a better world.**

Our vision sets the standard by which we measure our impact for our team members, our customers and the world. At Plexus, we have always believed that the intersection of talent and innovation leads to extraordinary results. Today, that belief continues to strengthen our resolve to be an ethical, sustainable and transparent partner for a changing world.

Fiscal 2025 marked a definitive evolution in our sustainability journey as we transitioned from intensity-based environmental metrics to **absolute emissions reduction goals**. This shift allowed us to maintain our global Scope 1 and 2 emissions below our fiscal 2023 baseline, a milestone reinforced by independent third-party verification of our entire emissions inventory. We simultaneously scaled our circularity footprint, more than doubling our zero waste to landfill status to **eight global sites** and achieving **29% absolute reduction** in total landfill waste across our enterprise.

Our commitment to social impact remains equally rigorous. In fiscal 2025, we advanced our culture of belonging by contributing over **\$1.4 million** to local causes around the world and logging over **32,000 paid volunteer hours** across the communities where we live and work.

Our progress this year underscores a clear reality: driving positive change requires a unified effort across our entire organization. This report is a testament to the dedication of our global team and the strategic collaboration we share with our customers and partners. We thank you for your ongoing support as we realize our vision through a measurable, lasting impact for our team members, our customers and the world.

**TODD KELSEY**

PRESIDENT & CHIEF EXECUTIVE OFFICER (CEO)



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# OVERVIEW

PLEXUS OVERVIEW

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SUSTAINABILITY OVERVIEW





### OUR VISION

**WE HELP CREATE THE PRODUCTS THAT BUILD A BETTER WORLD**

### GUIDED BY OUR VALUES

Growing our People  
Building Belonging  
Innovating Responsibly

Delivering Excellence  
Creating Customer Success

### DELIVERED BY OUR STRATEGY

Market Focus  
Superior Execution

Passion Meets Purpose  
Discipline by Design

At Plexus, we help create the products that build a better world. Our vision is rooted in the well-being and inclusive engagement of our team members, customers and communities—because people are the heart of who we are and what we do. Guided by our values, we strive to make a meaningful impact every day.

By embracing innovative excellence, we pride ourselves on designing, manufacturing and servicing some of the world’s most transformative products. From life-saving medical devices and mission-critical aerospace and defense products to industrial automation systems and semiconductor capital equipment, we are proud to partner with our customers to bring their most complex ideas to market. Built on the notion of people working together to solve complex challenges, we are relentless in our pursuit of excellence, environmental sustainability and the well-being of every individual impacted by our operations.

## PLEXUS OVERVIEW



### Our Fiscal 2025 Numbers

<b>\$4.03B</b>	Revenue	<b>14.6%</b>	ROIC	<b>\$6.26</b>	GAAP Diluted EPS
<b>20,000+</b>	Team Members Globally	<b>26/7</b>	Facilities/Countries	<b>5.0M</b>	Total Square Feet

# OUR VALUES

As we deliver on our vision to help create the products that build a better world, our values unite us as Plexus and guide us in everything that we do.

## Growing our people

**WE** foster a culture of trust, courage and growth, empowering every team member to realize their full potential.

## Building belonging

**WE** build an inclusive environment, valuing each member, embracing diversity and promoting teamwork to achieve extraordinary outcomes together.

## Innovating responsibly

**WE** innovate and leverage technology, guided by a clear strategy, to boldly drive positive change and promote a sustainable future.

## Delivering excellence

**WE** commit to exceptional quality and perfect delivery by standardizing, scaling and continuously improving.

## Creating customer success

**WE** exceed customer expectations and forge relationships built on trust, candor and shared successes.

# OUR STRATEGY

Our objective is to align our sustainable practices with our enterprise strategy to minimize risk and amplify our positive impact. This commitment drives long-term value for our team members, our customers and the world.

We engineer innovative solutions for customers in growth markets with highly complex products and demanding regulatory requirements.

### MARKET FOCUS

We are dedicated partners to our customers, committed to achieving zero defects and perfect delivery through Operational Excellence.

### SUPERIOR EXECUTION

### PASSION MEETS PURPOSE

We are united as a team. We are guided by our values. We do the right thing to support our team members, communities and customers.

### DISCIPLINE BY DESIGN

We hold ourselves accountable to delivering shareholder value through consistent application of a disciplined financial model.



# SUSTAINABILITY OVERVIEW

OUR PEOPLE

OUR SOLUTIONS

OUR OPERATIONS

## TRUST & TRANSPARENCY

### Strategic Framework

In service to our vision and rooted in our values, our approach to sustainability centers around our value of **Innovating Responsibly** as we boldly drive positive change and promote a sustainable future for and through our people, our solutions and our operations, all of which is built on a foundation of trust and transparency.

**People** are the heart of who we are and what we do. We are deeply committed to growing our people, building belonging and strengthening our communities. We create customer success through our innovative **solutions** to design, manufacture and service products to be more sustainable and responsibly produced. To deliver excellence, we must continuously improve how we **operate** to reduce our environmental impact and promote circular thinking.

Our efforts to innovate responsibly are built on a foundation of **trust & transparency**, as we hold ourselves and our business partners to high ethical standards of professional conduct, upheld through a culture of accountability.

At Plexus, we are committed to **Innovating Responsibly** as we've always been driven to do something more for our team members, our customers and the world.

### Strategic Priorities

Our framework balances financial return on investment with risk mitigation and positive impact for our team members, our business and the world. We continuously calibrate our strategy against market trends and evolving expectations to prioritize the issues most material to our financial health and environmental footprint.

These priorities drive our annual and multi-year initiatives, with progress directly tied to our executive and team member Variable Incentive Compensation Plan (VICP) to ensure measurable accountability at every level.

To refine our enterprise focus, we spent fiscal 2025 synthesizing the insights of our fiscal 2024 double materiality assessments conducted at our largest sites in the Americas (AMER), Asia-Pacific (APAC) and Europe, Middle East and Africa (EMEA) Regions. Our double materiality assessment is now complete, marking a significant step in our transparency journey. We are leveraging these results to sharpen our sustainability focus and will provide a full disclosure of the assessment and its impact on our strategic direction in an upcoming report. By aligning our annual initiatives with our most significant risks and opportunities, we ensured our sustainability strategy targets the areas of highest material impact. For fiscal 2026, we intend to maintain this alignment while evaluating the timing for future formal assessments.

Our sustainability strategy, materiality assessments and strategic priorities are reviewed by our Board of Directors (Board) as well as our Plexus Leadership Team (PLT) Sustainability Committee as part of a multi-tiered governance structure that oversees the success of our sustainability efforts.

### Alignment to External Standards & Frameworks

As a member of the United Nations (UN) Global Compact, our actions align with the following UN Sustainable Development Goals (SDGs) where we believe we can make the greatest positive impact:

We also leverage external standards and frameworks to help guide our efforts and to build trust through transparent reporting, including reporting aligned with the Task Force on Climate-related Financial Disclosures (TCFD) (see p. 66) as well as submitting information through third-party assessments and ratings agencies (see p. 67).



### Executive Compensation Tied to Sustainability Goals (SDGs)

Shared individual VICP objectives for all named executive officers included goals related to advancing our sustainable business practices, as set forth below.

	2023	2024 <sup>1</sup>	2025
<b>Our People</b>	Expansion of talent sourcing and tools	Pilot of pay equity tool in U.S.	Deployed pay range transparency in the U.S.  Pay equity tool controls preparation & disclosure analysis
<b>Our Solutions</b>		Assessment of 100 suppliers on sustainability criteria	Assess 100 additional suppliers over F24 baseline
<b>Our Operations</b>	5.0% energy intensity reduction	5.0% emissions intensity reduction  5.0% waste to landfill intensity reduction	Neutral enterprise emissions to F23 baseline  5.0% waste to landfill intensity reduction over F24 baseline  5.0% water withdrawal intensity reduction over F24 baseline
<b>Trust &amp; Transparency</b>	Creation of waste to landfill data control plans		

**For more information on our executive compensation practices and VICP plan, please see the 2026 Proxy Statement for that year’s annual meeting of shareholders accessed through the Investors page on our website.**

<sup>1</sup>The fiscal 2025 shared individual objectives for our named executive officers set at the beginning of the year were revisited during fiscal 2025 and revised to focus solely on customer controllable free cash flow performance for the second half of the fiscal year. Despite this shift, we maintained focus on and achieved or surpassed each of these sustainability goals, as detailed in this report.



# OUR PEOPLE

SOCIAL RESPONSIBILITY



GROWING OUR PEOPLE



BUILDING BELONGING



STRENGTHENING OUR COMMUNITIES



# OUR PEOPLE

## PEOPLE ARE THE HEART OF WHO WE ARE AND WHAT WE DO

Throughout fiscal 2025, our commitment focused on **amplifying our impact**, from protecting human rights and fostering inclusive innovation to empowering our global workforce. We remained dedicated to strengthening the communities where we live and work, translating our values into action through robust volunteer programs and strategic charitable giving.



### Fiscal 2025 Goals

- Successfully deploy pay equity tool globally
- Exceed fiscal 2024 Volunteer Time Off (VTO) hours
- Successfully execute on organizational structure changes identified in fiscal 2024
- Greater than \$1.1M allocated for charitable giving

### Fiscal 2025 Results

- Achieved Goal**  
Performed pay equity tool controls preparation and disclosure analysis, and determined what, if any, corrective action plans were needed globally  
Deployed pay range transparency in the U.S.
- Achieved Goal**  
Logged 32,054 VTO hours globally, representing a 47% year-over-year increase
- Achieved Goal**  
We restructured to include a global role dedicated to community and Employee Resource Group (ERG) engagement while standardizing regional models to scale local empowerment
- Achieved Goal**  
Over \$1.4M in charitable giving in fiscal 2025

### Fiscal 2026 Goals

- Ongoing efforts to prepare for, and adhere to, EU Pay Transparency Directive
- Exceed fiscal 2025 VTO hours
- Conduct global analysis to establish baseline for enterprise standards and KPIs
- \$1.5M allocated for charitable giving



# SOCIAL RESPONSIBILITY

## Global Employment Standards & Human Rights

Corporate social responsibility is foundational to our vision of building a better world. We are dedicated to responsible employment practices and upholding global human rights standards within our business and throughout our value chain. This commitment is formalized in our **Human Rights Policy**, which integrates principles from key international frameworks and standards such as the:

- UN Global Compact
- UN Guiding Principles on Business and Human Rights
- Universal Declaration of Human Rights
- Core International Labour Organization Conventions
- Organization for Economic Cooperation and Development Guidelines for Multinational Enterprises
- Responsible Business Alliance (RBA) Code of Conduct
- Laws of the countries in which we operate

Our Human Rights Policy was developed by a specialized, cross-functional team tasked with ongoing policy evaluation and impact mapping. Following the guidance of the UN Global Compact, this team ensures we are constantly evolving and upholding our rigorous standards. These expectations extend to every team member, contingent worker, subsidiary and business partner, including our global suppliers. Together with our **Code of Conduct & Business Ethics** (The Code) and our broader labor guidelines, this policy defines the following core global practices:

- Fair wages and benefits
- Freedom of association and collective bargaining
- Freely-chosen employment
- Humane treatment of all team members and contracted workers
- Non-discrimination
- Prohibition on child and/or forced labor
- Prohibition on the restriction of movement
- Prohibition on unreasonable recruiting fees
- Right to privacy
- Right to protection of personal data
- Time off aligned to the RBA (or more stringent local laws)
- Working hours aligned to the RBA (or more stringent local laws)

In fiscal 2025, we updated our **Privacy Policy** to reinforce team member data rights. Plexus protects personal information through a commitment to legal compliance, transparency and security, ensuring data is handled only as necessary and with full reliability.

Additionally, the commitments in our Human Rights Policy and The Code are reinforced by our **Prevention of Human Trafficking and Modern Slavery** statement in support of the California Transparency in Supply Chains Act and the UK Modern Slavery Act.

Beyond policy, we actively verify the safety and well-being of our team members through rigorous audits. We confirm that foreign workers pay no recruitment fees and retain their identification papers, while independent third-party assessments validate our ongoing compliance with global human rights standards.



## Responsible Business Alliance (RBA)

Since 2014, Plexus' RBA membership has defined the high standards we require of our team members and partners regarding human rights, environmental responsibility, health and safety, labor and business ethics. We ensure these principles are executed across our global operations through continuous monitoring and rigorous auditing, moving beyond compliance to achieve operational excellence. By integrating these responsible practices, we help influence a sustainable business ecosystem and consistently meet or exceed RBA standards in areas such as:

### Foreign Workers

- Authenticated processes for foreign worker recruiting
- Ensure health and safety standards are met, including those related to sanitation, food and living accommodations
- Prohibit practices related to holding of identity or immigration documents, except as may be required by law

### Labor

- Established grievance process
- Limit working hours and consecutive work days
- Offer reasonable accommodation for religious practices
- Prohibit child labor
- Prohibit discrimination and workplace harassment
- Provide fair wages and payroll practices
- Respect workers' rights to association and collective bargaining

### Environmental Responsibility

- Maintain environmental compliance with laws and regulations, including those pertaining to prohibited, restricted or hazardous substances
- Track and report on energy consumption and establish goals to improve energy efficiency and GHG emissions
- Work to conserve and reduce the use of natural resources

### Business Ethics

- Maintain and enforce intellectual property rights
- Prohibit any improper advantage
- Safeguard privacy rights

### Supplier Responsibility

- Deploy iterative risk assessment and risk management processes
- Promote and report on responsible minerals sourcing
- Annual, multi-tier mineral origin analysis to ensure traceability and drive ethical mining and smelting sourcing practices
- Support the protection of human rights across various geographies, including the Uyghur region in China

To ensure compliance and the well-being of all individuals in our network, we test our controls through internal assessments and annual RBA Self-Assessment Questionnaires (SAQs). We further validate our performance through customer-requested audits and a commitment to at least one third-party external audit annually.

In fiscal 2025, we had **no reports or evidence of human rights violations or abuses** in our global hiring and employment practices.

### RBA SCORES (OUT OF 200 POINTS)\*:

Oradea, Romania | 2025

**Pending<sup>2</sup>**

Penang, Malaysia | 2023

**Remote Recognition (173.0)**

Xiamen, China | 2019

**Gold (183.5)**

Chicago, United States | 2018

**Gold (196.3)**

Guadalajara, Mexico | 2017

**Silver (167.8)**

\*No audits were performed in 2020 and 2021 due to the COVID-19 pandemic, and our scheduled site audit in fiscal 2022 had to be postponed due to a COVID-19 outbreak  
<sup>2</sup>Completed in September, 2025; Pending issuance of score



**Responsible Business Alliance**

Advancing Sustainability Globally



## Team Member Health & Safety

Our top priority is to ensure the **safety** of our team members, communities and partners. We are dedicated to maintaining an environment that sets the highest possible standard for workplace safety.

We integrate these standards into our operational management through a Health and Safety Management System built upon the rigorous requirements of the RBA Code of Conduct. By aligning our internal protocols with these internationally recognized standards, we ensure that our safety performance is benchmarked against global best practices in the electronics industry.

Our standards are defined and implemented through a robust framework of corporate policies, controls and management systems, including our global Environmental Health & Safety (EHS) policies, Environmental Health & Safety Management System (EHSMS) and Site Management Systems (**discussed in more detail on p. 35**). This integrated approach allows for iterative health and safety risk assessments across all direct and indirect workers, visitors and vendors, reinforcing our dedication to a secure and healthy workplace.

**0.22** Global Recordable Incident Rate (TRIR)<sup>3</sup>

**0** Fatalities

We measure the effectiveness of our EHSMS through the Total Recordable Incident Rate (TRIR), complemented by site-specific safety goals and regular management review. Our **TRIR was 0.22 in fiscal 2025**. In fiscal 2026, our global EHS team plans to implement a new leading indicator called “great catch closure rate,” which includes near misses and reports of unsafe conditions. Tracking this data will empower our teams to proactively implement corrective actions and swiftly prevent multiple occurrences.

Our global EHS team provides technical support and resources, enabling sites to achieve a safe work environment, while promoting best practices and continuous improvement. We also provide every team member with role-specific education and training on important environmental and safety topics, utilizing a proactive, risk-based approach to equip our teams with the necessary knowledge to protect themselves and others. We leverage our global notification system, inclusive of the Quality Notification System, to foster collaboration across all locations. By issuing global alerts for significant process-related injuries, we have implemented 210 preventive actions worldwide, significantly reducing the likelihood of similar incidents.

Two of our 17 manufacturing sites are certified to ISO 45001 Occupational Health and Safety Management standards. All of our sites, regardless of formal certification, abide by global policies and processes that align with these standards.

**For more information on our ISO certifications, see p. 35.**

### Delivering Excellence in Safety

We believe a safe workplace is a sustainable one. In fiscal 2025, our global teams demonstrated that operational excellence and team member well-being are closely linked.

To validate its Zero Accident environment and avoid internal complacency, our Bangkok, Thailand site team successfully aligned its safety management systems with the national Zero Accident Campaign 2025 standards. By focusing on key areas like Lockout/Tagout and Chemical Management, and achieving **100% safety training completion** across all levels, the site team officially validated **982,846 hours** without a single lost-time injury.

This dedication resulted in a **0.00 TRIR** and the site earned the **T-OSH Basic Level Certificate**. Receiving this recognition, endorsed under the authority of the Prime Minister, is a proud milestone that proves our commitment to keeping our team safe every single day.

**For more information on how our EHSMS protects our environment and supports environmental compliance, please see p. 35.**

<sup>3</sup>This standardized base of 200,000 represents the hours 100 full-time employees would work in a year (40 hours/week x 50 weeks). The result represents the number of recordable incidents per 100 employees annually.



# GROWING OUR PEOPLE

## Team Member Well-Being

We foster a high-performing workplace by investing in the total well-being of our global teams and their families. Throughout fiscal 2025, we prioritized this commitment by aligning competitive compensation with specialized health and flexibility solutions, empowering our team members to thrive both personally and professionally.

In fiscal 2025, Spring Health membership grew to 933 total members, driven by 251 new enrollments. Utilization increased 125% as members booked 1,065 care appointments, bringing the cumulative total to 1,914 since implementation in fiscal 2024. Most notably, Plexus team members accessed care four times faster than a traditional Employee Assistance Program (EAP), averaging a wait time of 1.7 days.

- **Mental Health** | Our EAP strategy harmonizes global standards with regional innovation. This platform delivers care quickly and provides up to eight therapy and coaching sessions annually. We further localized this support through Mental Health Days in Guadalajara, Mexico and expanded clinical support services in Oradea, Romania.
- **Physical Wellness** | **Hinge Health** remains a cornerstone of our offering, providing virtual physical therapy that consistently exceeds industry engagement benchmarks.
- **Financial & Legal Support** | Through **LegalEASE**, we provide cost-effective legal insurance, reducing personal stress by simplifying access to professional counsel.

Our support is built on a compensation philosophy focused on market competitiveness and fairness. We use a pay-for-performance model and provide leaders with market-based benchmarking and continuous analysis to attract, incentivize and recognize exceptional talent. To maintain local competitiveness and internal equity, we conduct annual market pay analyses and risk assessments, reporting our findings to the Board's Compensation & Leadership Development Committee.

Achieving global pay equity and pay range transparency is a fundamental element of our social responsibility strategy. We uphold the principle of equal pay for equal work, ensuring our practices are fair and non-discriminatory. In fiscal 2025, we completed a comprehensive global pay analysis that confirmed that our practices align with our philosophy, with variances falling within an acceptable range with the quantitative concern deemed as low. Further, following compensation training for 730 global leaders, we began implementing pay range transparency for U.S. team members in fiscal 2025, making pay ranges visible both internally and externally.

We remain committed to proactively addressing structural factors to ensure a consistent, transparent application of our equity commitment globally.



### HR Asia Recognition

Plexus Malaysia was once again recognized by HR Asia with several awards in fiscal 2025, including Best Companies to Work for in Asia for the fourth straight year; the Diversity, Equity & Inclusion Award for the third time and Sustainable Workplace for the second time. These recognitions are a direct result of our team members' passion, commitment to our vision and values, and the collaborative spirit they bring every day.



## Workplace Flexibility

Plexus meets evolving workplace expectations by balancing team member well-being with our focus on innovation. Through flexible work guidance that acknowledges varying individual needs and job requirements, we empower teams to establish effective solutions considerate of team dynamics, while ensuring we continue to build an inclusive and collaborative workplace. Beyond workplace flexibility, we offer benefits and solutions exceeding legal requirements for personal time off and family leave, demonstrating our commitment to work-life integration.

Our commitment to a supportive workplace extends across our global operations, where we intentionally designed leave programs to supplement regional mandates and address opportunities to support our team members. In Mexico, we emphasized work-life integration through paternity, marriage and mental health leaves. Our United Kingdom teams benefited from comprehensive family and sick pay, alongside progressive protections for unforeseen circumstances and pet care. Meanwhile, across the APAC countries of Malaysia, Thailand and China, we maintained a consistent framework of compassionate support, including 'calamity leave' to protect team members during natural disasters.

Our leave of absence programs are designed to provide stability during life's most significant events. In fiscal 2025, we furthered this commitment by tripling our U.S. Paid Parental Leave, increasing the benefit from two weeks to six weeks to better support new parents. Beyond regulatory requirements, we provided tailored support for circumstances where traditional frameworks such as Family and Medical Leave Act (FMLA) did not apply. This included supporting 15 service members through military leaves, providing 14 personal leaves for exceptional circumstances and facilitating over 40 disability leaves for team members facing serious medical conditions.

Together, these diverse global programs ensured our team members had the security and flexibility to navigate major life events throughout fiscal 2025.



## Team Member Growth & Development

Our commitment to **Growing Our People** was reflected in reaching **1,462,906 total training hours globally**, with team members averaging **72 hours of development each**. In fiscal 2025, we expanded our specialized training ecosystems to ensure our global teams possess the cross-functional expertise required to navigate increasing external complexities. By empowering our teams with expansive learning opportunities, we are ensuring Plexus remains at the forefront of innovation and operational excellence.

### Plexus Academy

Our global online professional and leadership development platform was launched in fiscal 2023 to equip all team members with resources to own and drive their career and personal development.

**3,764**

Team Members enrolled compared to 2,551 in fiscal 2024

### General Manager (GM) Skills Academy

Evolved in February 2025, the General Manager (GM) Skills Academy prepares high-potential leaders across AMER, APAC and EMEA with skills required to manage through increased complexity. The 14-member cohort engaged with experts across nine functional areas, grounding theory through global site visits. The program's impact is already evidenced by a 36% promotion rate in addition to 29% promoted to leadership roles.

**29%**

of participants were promoted to **leadership** roles

### Accelerated Leadership Academy (ALA)

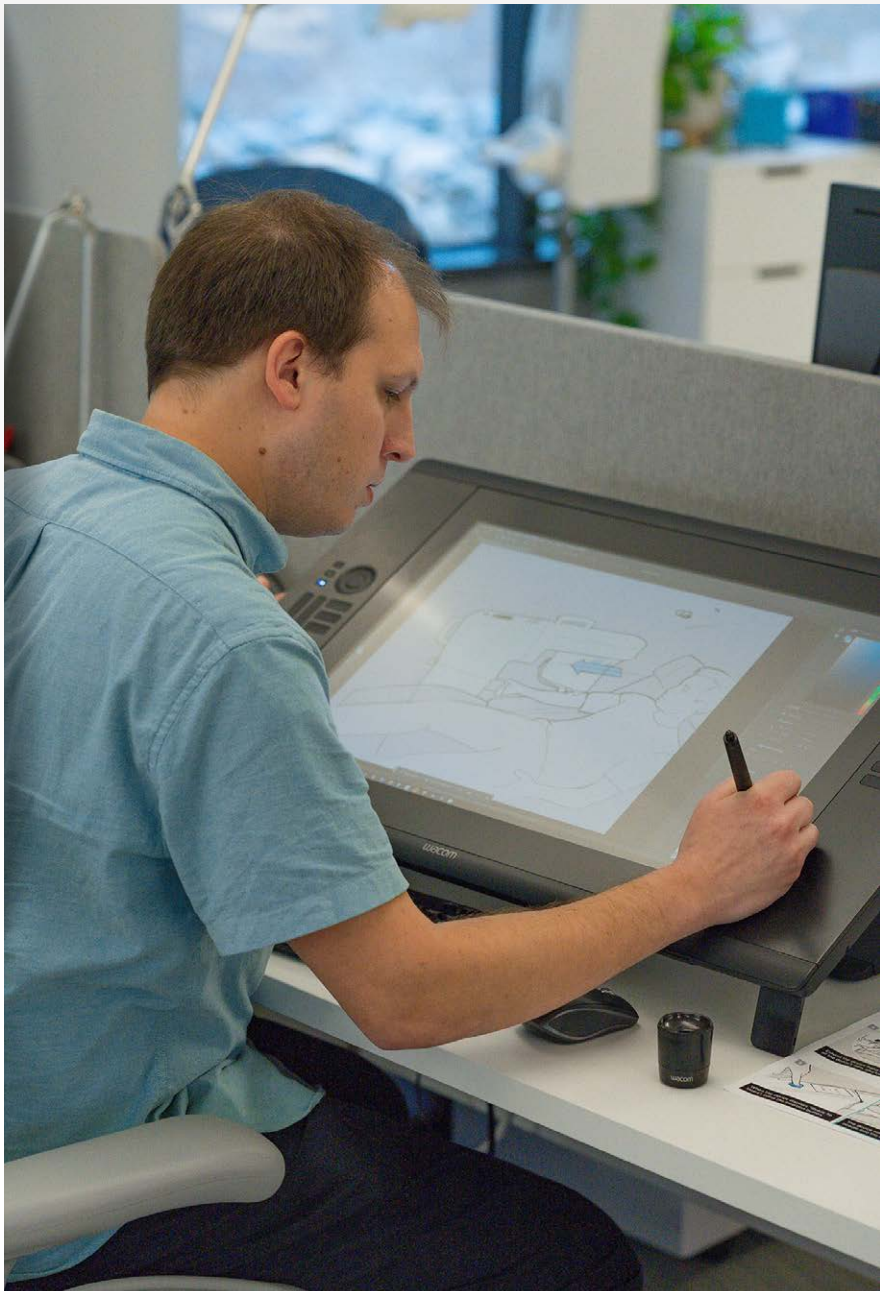
Our ALA program cultivates agility in managing change, leading people and leading strategically. In fiscal 2025, we delivered 30,000+ hours via digital and executive-led sessions, grounding leadership development in the practical reality of solving our customers' complex challenges.

**206%**

Increase in learning hours vs. fiscal 2024

### Global Mentor Program

In fiscal 2025, we evolved our mentoring program into a specialized Human Resources initiative to drive global inclusivity and scalability. Building on our previous formal programs, a global project team developed a reimagined model that aligns mentorship with individual career growth and enterprise succession planning. During fiscal 2026, we aim to design a roadmap that identifies high-impact mentoring opportunities and outlines a more intentional, scalable approach for our global team.



## Program Management (PM) Academy

**New in fiscal 2025**, the program integrates Program Management (PM) development, fostering holistic growth and moving beyond isolated learning. The curriculum covers the full PM framework, from Supply Chain to Finance, via Plexus Academy and our learning platform, Coursera. Supported by mentors and facilitated sessions, the program delivered over 8,000 training sessions to 320 initial participants and 65 current cohort members. Surveys confirm increased confidence and immediate skill application, positioning the PM function to drive customer service excellence and shared success.

NEW PROGRAM IN FISCAL 2025

## Interns and Apprentices

Our global internship and apprenticeship programs bridge the gap between education and the workforce. By offering immersive roles we provide university students with the hands-on experience and professional networking necessary for a successful career at Plexus. Each participant is paired with a mentor to guide their growth and help them explore potential full-time career paths within the organization.

We extend our reach to high school students through targeted Youth Apprentice programs in Global Technology, Engineering and Manufacturing. This strategic initiative serves as a vital recruitment engine, designed to transition high school apprentices into our university internship programs, with the ultimate goal of securing permanent roles at Plexus.

## Scottish Apprenticeship Week

During Scottish Apprenticeship Week, team members at our Livingston and Kelso, Scotland sites took the opportunity to celebrate our modern and graduate apprentices. Their dedication and innovative contributions are invaluable to both our team and our customers. Through our commitment to fostering their growth and empowering the next generation of industry leaders, the week ended with a visit from Rachael Hamilton, Member of the Scottish Parliament and Alison Hamilton, from Skills Development Scotland. They took the opportunity to spend time with our Apprentices and learn more about their experiences at Plexus.

## Capturing the Voice of Our Global Team Members

At Plexus, we prioritize feedback by listening and embracing continuous improvement. In fiscal 2025, we initiated a strategic partnership with Quantum Workplace to evolve our annual Team Member Engagement Survey. Launching in early 2026, this new platform ensures the highest standards of confidentiality while leveraging AI-powered tools to help team members articulate constructive feedback. By integrating external benchmarking against other global manufacturing leaders, this evolution allows us to identify and implement world-class best practices, ensuring our culture remains a competitive differentiator that drives long-term success for Plexus.





# BUILDING BELONGING

## Our Culture of Belonging

At Plexus, people are the heart of who we are and what we do. Our history of doing the right thing is deeply rooted in our values and woven into everything we do. That means we foster an inclusive environment that builds a sense of belonging, where every team member is valued for their unique contributions and empowered to realize their full potential. By embracing diversity and promoting teamwork, we achieve extraordinary outcomes together.



### Empowering Children through DIY

A Father's Day Slippers do-it-yourself (DIY) event for children with special needs took place alongside team members from our Xiamen, China site. The event kicked off with engaging games, while our volunteers accompanied and guided the children, successfully helping them integrate into the activity and complete personalized DIY gifts for their fathers.



### Commitment to Community Care

Team members from our Haining, China site actively participated in a public blood donation event organized by Chang'an Town, demonstrating their commitment to social responsibility and community care through this selfless act.





## Team Member Engagement & Employee Resource Groups (ERGs)

Our ERGs serve as a foundational element of our inclusive culture, providing a grassroots platform for networking, leadership development and personal growth. These groups are entirely team member-driven and open to every team member globally, ensuring that anyone, regardless of role or location, can lead or participate in activities that align with their passions.

In fiscal 2025, our ERGs played a vital role in bridging the gap between internal values and external impact. By fostering a sense of belonging, these groups empowered team members to build professional networks beyond their immediate departments. Further, ERGs strengthened our community involvement and customer collaboration, demonstrating that diverse perspectives are essential for solving complex challenges and building sustainable partnerships.



### PRIDE

**Welcoming** all LGBTQIA+ team members and helping them be successful as their authentic selves.



### YOUNG PROFESSIONALS

**Connecting** early career team members and providing a platform for them to build relationships.



### WOMEN IN NETWORK

**Empowering** the mentorship and advancement of women in their professional and personal endeavors.



### VETERANS NETWORK

**Uniting** veterans with shared experiences, creating a network of camaraderie and mentorship through community outreach.



### UNUS

**Celebrating** all cultures and backgrounds by stimulating curiosity, developing empathy for diverse perspectives and fostering an inclusive environment.

### Fiscal 2025 ERG Highlights

55

Number of ERG chapters

3.8%

Chapter growth over prior year

#### Plexus Young Professionals

The Fox Cities, Wisconsin Chapter of the Plexus Young Professionals (PYP) ERG launched its annual charitable golf outing in 2021. Since then, it has raised more than \$60,000 for Make-A-Wish Wisconsin, including \$15,320 in fiscal 2025, while granting eight life-changing wishes for local children battling critical illnesses. The event has seen significant growth, expanding from 82 participants in 2021 to 136 in 2025. Our Chicago Chapter has hosted its own annual event for four years, donating over \$12,000 to the Northern Illinois Food Bank.

#### Women in Network

In celebration of International Women's Day, the WiN China Chapter prepared exquisite gifts for all female team members to show appreciation for their dedication and contributions

Our WiN team in Oradea, Romania supported the WiNHER - Women Inspiring the Future program, consisting of four workshops, dedicated to women in the local community



Guadalajara, Mexico

#### Pride

Members of our Pride ERG marched in the Guadalajara Pride Parade for the third consecutive year to celebrate inclusion and reinforce our commitment to a workplace where everyone feels seen and valued



Wisconsin, U.S.

#### Veterans Network

In honor of Memorial Day in the United States, members of our Veterans ERG volunteered at the Wisconsin Veterans Village, caring for the grounds to honor those who served and support local veterans

# STRENGTHENING OUR COMMUNITIES

As a service organization, we strive to make a positive impact in everything we do. We proactively collaborate with our local communities, aiming to prosper collectively and live our vision of helping create the products that build a better world.

Through the **Plexus Community Foundation (PCF)**, we aim to create positive change and empower communities through collaborative partnerships and financial support. Our goal is to help build a better world where individuals have the opportunity to thrive and contribute to a brighter future.

We focus on basic needs, enhancing economic and cultural vitality, promoting STEM education and development, people enrichment and volunteerism. We strive to make a lasting impact and inspire others to join us in building a better world.

Further, our **Volunteer Time Off (VTO)** program encourages team members to engage personally with causes in their communities they're most passionate about. By giving back, our team members not only live our vision but enrich their own lives and professional experiences.

Charitable giving <b>\$1.4M</b>	Total charities impacted through PCF <b>79</b>
Global VTO hours <b>32,054</b>	VTO participation rate year-over-year <b>30.3%</b>
VTO hours year-over-year <b>+46.5 %</b>	VTO participation rate <b>21.9%</b>



## Building Homes, Building Hope

Our team in **Wisconsin, U.S.** recently completed their **third full home build** with Greater Fox Cities Area Habitat for Humanity, creating a safe, comfortable space where a deserving family can build a future. Driven by financial support from the PCF and the leadership of our ERGs, 115 team members **volunteered over 1,100 hours** to make this milestone possible.



## Community Support for Education

Our team in **Penang, Malaysia** demonstrated their commitment to building a better world by investing in future leaders and innovators, **donating 30 computers to three schools** in Batu Kawan. The donation ceremony was honored by the presence of the Chief Minister of Penang, YAB Tuan Chow Kon Yeow. This contribution will help students gain better access to digital learning and develop essential technology skills for the future.



## Environmental Stewardship

Our team in **Oradea, Romania** joined the Plantăm Speranță (We Plant Hope) initiative for a tree planting event. **Over 100 volunteers**, including Plexus team members and their families, **planted 1,000 saplings** to support a cleaner, more sustainable planet.



**P** Wisconsin, U.S.

**Wisconsin Manufacturer of the Year Award**

Plexus was selected as the Manufacturer of the Year - Mega Category (500+ employees) by Wisconsin Manufacturers and Commerce (WMC), Baker Tilly and Michael Best, in recognition of our innovation, philanthropy, technological advancements, commitment to customer satisfaction and the creation of quality jobs.



**P** Bangkok, Thailand

**Good Labour Practice 2025 Certificate**

Our team in **Bangkok, Thailand** earned the Good Labour Practice 2025 Certificate from Thailand's Department of Labour Protection and Welfare for the fourth consecutive year. This recognition is a reflection of that commitment and how we demonstrate ethical and socially responsible business practices.



**P** U.S.

**Employer Support of the Guard and Reserve (ESGR) Recognitions**

Plexus was honored by the Employer Support of the Guard and Reserve (ESGR) with the Patriot Award and the Above and Beyond Award. These honors recognize our dedication to creating a workplace that supports the unique needs of our military team members in the United States.



**P** Illinois, U.S.

**Chicago Celebrates Earth Day**

Our team members in **Chicago, Illinois**, celebrated Earth Day with an engaging collection of events **centered on sustainability and building belonging**. The events included 60 team members coming together and exchanging 150 seeds at a community garden. Many participated in an electronics and paint recycling event, while over 30 team members collected waste as part of a community clean up.



# OUR SOLUTIONS

DESIGNING



MANUFACTURING



SERVICING



# OUR SOLUTIONS

## COMMITTED TO CREATING CUSTOMER SUCCESS

In fiscal 2025, Plexus continued to **Create Customer Success** through innovative solutions that integrate responsible and sustainable capabilities across the entire product lifecycle. We focused on reducing environmental impact through sustainable Design & Development, eliminating waste in Manufacturing and extending product life through our specialized Sustaining Services.



Given our expertise in highly complex products in demanding regulatory environments, we continue to serve as a trusted partner for customers in emerging markets, accelerating positive environmental impact through the development of advanced, clean-technology solutions. The environmental footprint of a complex product extends far beyond the manufacturing floor, beginning with raw material extraction and continuing through design, manufacturing, logistics, active use and end-of-life.

At Plexus, we are steadfast in our commitment to **Innovating Responsibly**, striving to optimize the circularity of a product and its sustainable performance wherever we engage across the product lifecycle.

### Fiscal 2025 Progress to Goal and Fiscal 2026 Enterprise Initiatives

#### Fiscal 2025 Goals

Assess additional 100 suppliers on sustainability criteria

#### Fiscal 2025 Results

**Surpassed Goal**  
Assessed an additional 105 suppliers

#### Fiscal 2026 Goals

Phased Responsible Sourcing activities integrated into a corporate initiative



# DESIGNING

Sustainability presents a transformative opportunity to shift from linear production models to circular ecosystems. By embedding sustainable principles early, particularly during the design phase where the majority of a product’s environmental impact is determined, we can significantly mitigate risks related to climate change and resource scarcity to improve the product’s circularity.

Through our Design for Environment (DfE) capabilities, we proactively partner with customers to develop products that meet their needs, goals and constraints. By embedding sustainability considerations early in the product strategy process, we can create products that are optimized to minimize environmental impact.

## We strategically deploy our DfE capabilities to target and improve specific phases across a product’s lifecycle:

### Energy Efficiency | Use Phase

We engineer products for lower power consumption, directly mitigating emissions during active use.

### Product Compliance | Design and End-of-Life Phases

We eliminate hazardous substances to meet global regulations (RoHS, REACH, TSCA, Prop65), or customer-defined requirements that involve eliminating substances known to harm human health or damage the environment, such as per- and polyfluoroalkyl substances (PFAS). We research and identify safer alternatives that meet or exceed performance standards, including those that may be reusable, recyclable and biodegradable. Our engineers support material-level transparency for current and future regulatory and compliance disclosures.

### Design for Excellence (DfX) | Manufacturing Phase

Evaluating products via DfX prior to full-volume production identifies manufacturability concerns early. This optimization reduces resource consumption and scrap generation during the production phase.

### Material Optimization | Sourcing and End-of-Life Phases

Strategic sourcing reduces embodied carbon and ensures materials remain viable for recovery after their useful life.

### Reliability, Durability & Serviceability | End-of-Life Phase

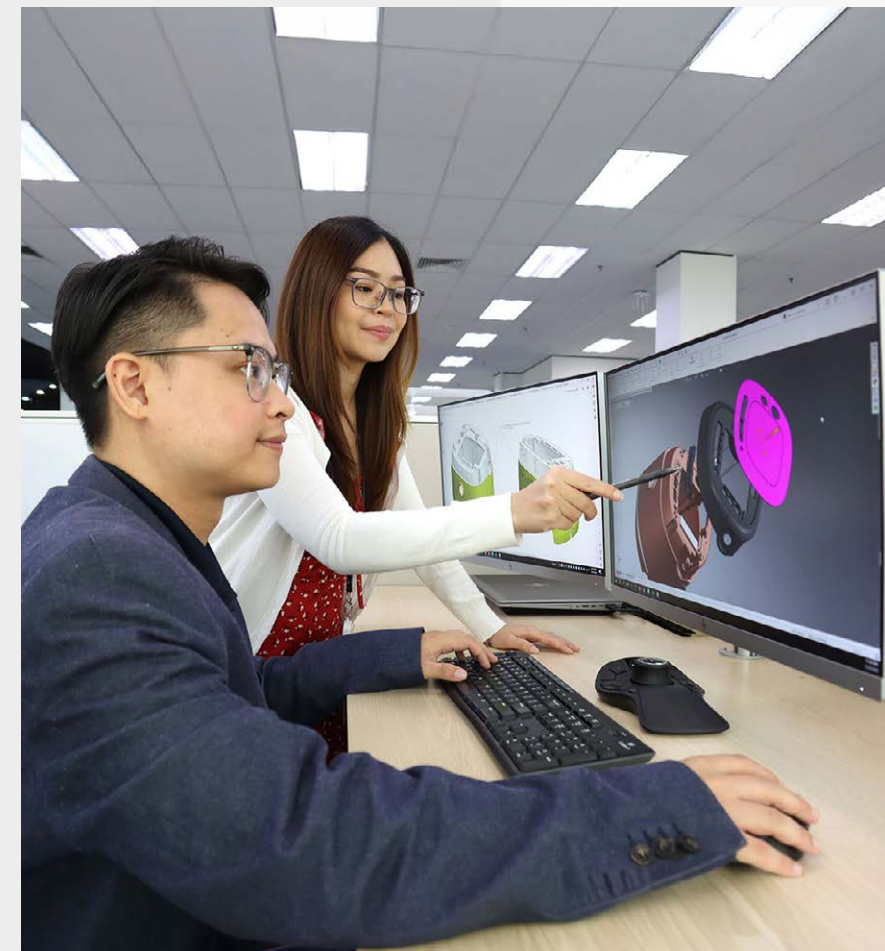
Through Highly Accelerated Life Testing (HALT) and thermal analysis, we design for easy maintenance and upgrades. Extending a product’s market life delays disposal and reduces the need for new manufacturing cycles.

### Modularity & Recovery | Circular Economy

Designing modular architectures ensures parts can be easily separated for sterilization, reuse, or recycling—transitioning products from linear to circular ecosystems.

### Cybersecurity | Lifecycle Integrity

Robust post-market monitoring protects against vulnerabilities, maintaining commercial viability and preventing premature product obsolescence.





## Our Product Lifecycle Solutions

Throughout fiscal 2025, Plexus advanced our commitment to **Creating Customer Success** by embedding environmental responsibility across the product lifecycle. Our focus remains on driving resource efficiency during Design and Development, reducing material waste in Manufacturing and maximizing product longevity through our specialized Sustaining Services for our team members, our customers and the world.

Given our expertise in highly complex products in demanding regulatory environments, we continue to serve as a trusted partner for customers in emerging markets, accelerating positive environmental impact through the development of advanced, clean-technology solutions.

## Product Impact & Life Cycle Assessment

Our Life Cycle Assessment (LCA) services provide a baseline understanding of a product's environmental impact, identifying opportunities for improvements in the components and materials, manufacturing, transportation and logistics, product use and end-of-life treatment.

Additionally, we can analyze a product's impact in targeted areas such as packaging, bills of materials, part sourcing and part recovery. Our LCA process leverages independent databases and tools and is informed by the standards within ISO 14040 and 14044. Our flexible approach allows us to quickly uncover available opportunities for our customers to reduce the environmental impact of their products at any point in the product lifecycle.



### Product Impact Assessments

Our fiscal 2025 sustainability assessments serve as a roadmap for products, capturing emissions baselines and uncovering improvements to optimize environmental footprint. Whether managing complex higher level assemblies (HLAs) or printed circuit board assemblies (PCBAs), we translate data into action.

- **Next-Generation Medical Device** | Partnering with a Healthcare customer on development of a drug delivery device, Plexus Engineering Solutions conducted a baseline LCA on existing configurations, including the associated manufacturing emissions. This study provided a strong foundation for understanding the product's environmental impact in order to directly inform sustainable eco-design principles for the product's next generation, along with providing regulatory data for various markets.
- **Aerospace & Defense Emissions Modeling** | Plexus provided comprehensive manufacturing emissions modeling for a complex PCBA. These granular data sets supported the customer's broader LCA and decarbonization efforts, enabling more transparent environmental reporting across the product's lifecycle.



# MANUFACTURING

Material and resource efficiency serves as a pivotal intersection between operational excellence and environmental stewardship. We employ a disciplined strategy rooted in zero defects and lean manufacturing principles, utilizing advanced quality controls to identify issues early and prevent scrap. By eliminating quality escapes and the need for rework, we significantly optimize resource utilization and energy consumption.

Our approach to lean manufacturing identifies opportunities for optimizing production processes through increasing efficiency and enhancing resource circularity. Customized manufacturing solutions that utilize automation, improve process flows and reduce cycle times result in more efficient energy and labor usage. We also identify and implement opportunities to integrate renewable, recycled and recyclable materials into our processes, directly improving our ability to minimize production waste and enhance the circular flow of resources. Our operational excellence reduces energy usage and emissions intensity of our global operations, improving our customers' product carbon footprints.

## Circular Inputs & Packaging Improvements

In fiscal 2025, we actively integrated circular inputs into our packaging strategy to avoid unnecessary CO2 emissions and reduce waste to landfill. For example, one of our Penang, Malaysia sites implemented a new process to reuse assembly packaging cartons, successfully avoiding an estimated 4,353 kg of carbon emissions.

## Warehouse Automation

Leveraging successful pilots, we began implementing standardized automated storage and retrieval systems globally across manufacturing sites. The scalable solution provides a dramatic increase in labor efficiency and operational consistency, significant reduction in warehouse footprint and enhanced inventory accuracy and control. Further, we deployed a series of Autonomous Mobile Robots, enhancing efficiency and safety from throughout the warehouse and production environment.

## Circular Inputs & Waste Reduction

Our Oradea, Romania site recognized a significant opportunity to reduce waste by reconditioning and reusing solder nozzles with no impact to solder quality. The team developed a comprehensive management system, which resulted in extending solder nozzle life by 40%, translating to a reduction of 3,600 kg of CO2 per year.





# SERVICING

Our Sustaining Services extend product life through repair, refurbishment, remanufacturing or service parts planning, directly enhancing the circularity of our customers' products. Through avoidance of new material extraction, part production and reduced logistics emissions, along with recycling and part reclamation, our Sustaining Services significantly minimize overall product impact by reducing waste to landfill and emissions.



## Delivering Emissions and Cost Savings

In fiscal 2025, we partnered with a customer to integrate sub-assembly and component level repair loops within the final product itself. Defective units, and sub-assemblies that were previously sent to an external vendor are now tested and repaired at a Plexus site. This strategic move eliminated two international logistics legs, reduced packaging material waste and allowed for the recovery and reuse of scrapped parts to repair other modules.



## Parts Recovery and Extended Life

Partnering with a Healthcare/Life Sciences customer, we received and processed complex devices that have reached end of life and are dispositioned as waste. Our team processed the units to recover and identify parts that are acceptable to use as spares to repair additional modules, creating a circular recovery and repair loop to extend component and overall product life. Throughout fiscal 2025, the team generated significant cost savings, waste reduction and avoided emissions associated with new material acquisition by recovering over 275 total parts.





## Supply Chain Solutions

Our role as an Electronics Manufacturing Services (EMS) provider inherently places certain sustainability levers outside our direct control, making collaboration and upstream influence essential in how we manage our supply chain. We work closely with our partners to verify that parts are sustainably sourced and responsibly produced.

### Supplier Evaluation

To ensure the resilience and integrity of our global supply chain, Plexus employs a comprehensive, multi-layered evaluation process designed to identify, assess and mitigate risks proactively. We categorize major suppliers through a strategic lens, evaluating partners based on critical volume of spend, sole-source dependencies and the strategic nature of the components provided. This definition ensures that our most rigorous scrutiny is applied to the partners most vital to our operational continuity and our customers' success. By integrating these key stakeholders into our annual risk assessment cycle, we maintain a robust view of the potential vulnerabilities within our supply network.

### Sustainable Sourcing

We collaborate with customers to manage chemical risks and source safer material alternatives. Our supply chain strategy is anchored by a zero-tolerance counterfeit policy and robust conflict minerals due diligence. By identifying and eliminating high-risk smelters, we mitigate human rights risks and ensure compliance with global reporting standards, reflecting our dedication to ethical manufacturing. We actively monitor our supply chain for human rights atrocities tied to the acquisition of minerals. In fiscal 2025, we expanded our responsible mineral sourcing initiatives through the Extended Minerals Campaign, examining the source of additional minerals such as cobalt, mica, copper, natural graphite, lithium and nickel to ensure they are sourced from reliable and responsible operations aligned with global human rights standards.

### Supply Chain Transparency & Assessment

Plexus recognizes that a truly sustainable value chain requires active alignment with our supply base. We regularly survey and engage our suppliers on their operational standards and expect our suppliers to abide by our Supplier Code of Conduct, which prohibits human rights abuses, unethical business practices and requires compliance with applicable laws. Our **Supplier Code of Conduct** is aligned with the UN Declaration of Human Rights, ILO International Labor Standards and OECD Guidelines for Multinational Enterprises and incorporates the RBA Code of Conduct. We also perform denied and restricted party screenings to prevent engagement with companies or persons who are known bad actors.

### Supplier Assessment

Our framework evaluates major suppliers against sustainability criteria, including labor practices, human rights and environmental compliance. Following Responsible Business Alliance (RBA) guidance, we conduct risk assessments to prioritize ethical sourcing and business continuity across our supply chain. Suppliers identified as high-risk undergo intensified scrutiny, including formal RBA Validated Assessment Program (VAP) audits. Any non-conformances trigger a mandatory corrective action process tracked via the RBA portal to ensure accountability and rapid resolution. This data-driven, closed-loop approach to supplier assessment and development minimizes verified risks, strengthens our collective supply chain resilience and secures the continuity of supply required to deliver excellence to our customers.

*For more information on our membership with the RBA, see p. 12.*

### Supply Chain Transparency

In a fiscal 2025 survey of Plexus' major suppliers, over 75% of respondents confirmed they are certified to the ISO 14001 standard and abide by robust human rights policies.

## Creating Customer Success For End-Market Impact

At Plexus, we aim to exceed customer expectations and forge relationships built on trust, candor and shared successes. In fiscal 2025, we leveraged our annual customer feedback process, utilizing structured surveys and executive business reviews to capture deep insights into our performance and strategic alignment. This robust feedback is delivering measurable results, as our customer feedback rating surpassed 82%, the highest since fiscal 2018, with an exceptional response rate of over 80%. These metrics validate that our strategy resonates with our partners and we successfully translate the voice of customer insights into actionable, high-impact plans and results.

As a strategic EMS leader across key market sectors, including Aerospace/Defense, Healthcare/ Life Sciences and Industrial, we use these insights to serve as a force multiplier for our customers' sustainability goals. By leveraging our expertise in high-complexity manufacturing and rigorous regulatory environments, we turn environmental challenges into collaborative successes across our market sectors:

### Aerospace/Defense

We pair a zero-defect expectation with environmental impact. For a Defense customer, we provided comprehensive manufacturing emissions modeling, directly supporting their broader LCA and sustainability quoting efforts for mission-critical products.

### Healthcare/Life Sciences

We advance patient care while shrinking environmental footprints. In fiscal 2025, we partnered with a customer on Life Cycle Assessments (LCA) to design sustainable next-generation infusion devices. Further, our collaboration with a Healthcare customer in China secured a Used Medical Device License, pioneering the circular reuse of critical medical equipment.

### Industrial

We help to enable the global energy transition. From EV hyperchargers and energy storage to mission-critical assemblies for hydrogen, nuclear and wind power, we provide the manufacturing backbone for the technology meeting tomorrow's energy demands. Additionally, by supporting emissions reduction planning for key customers, we ensure our operations exceed the rigorous supply chain standards of the **Semiconductor Capital Equipment** market.



### GE Vernova's Supplier Innovation Award

Plexus was honored to receive GE Vernova's Supplier Innovation Award in the APAC region. This award recognizes our strategic partnership and the successful, ahead-of-schedule transition of a manufacturing program last year. Our team members' dedication to **Delivering Excellence** and **Creating Customer Success** drove the results, allowing our customer to continue fulfilling their mission.



# OUR OPERATIONS

ENVIRONMENTAL SUSTAINABILITY STRATEGY →

ENERGY & EMISSIONS →

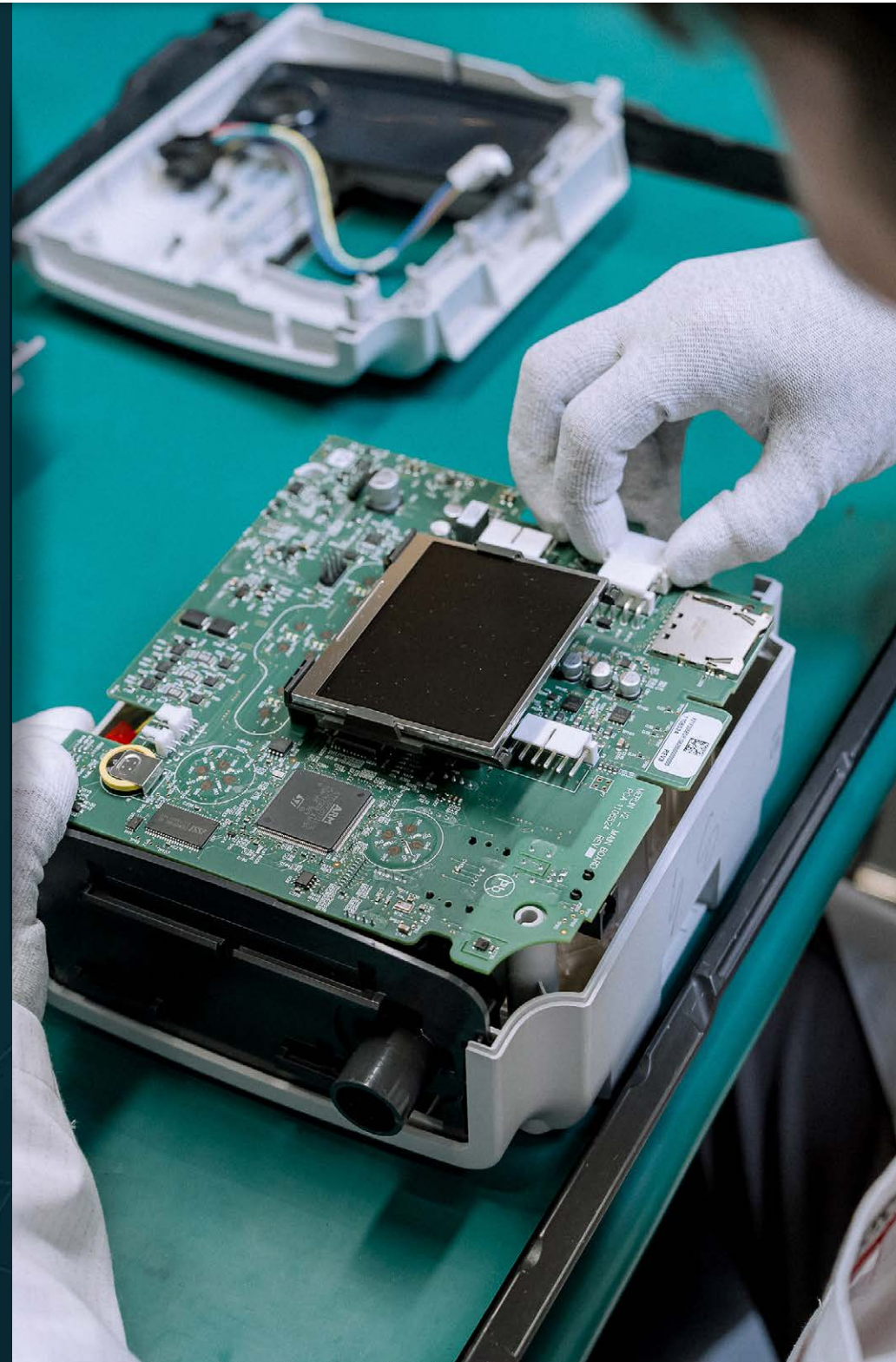
WASTE →

HAZARDOUS SUBSTANCE & WASTE MANAGEMENT →

WATER →

DELIVERING EXCELLENCE | QUALITY FOR A BETTER WORLD →

OUR CULTURE OF CONTINUOUS IMPROVEMENT →





# OUR OPERATIONS

## FOCUSED ON REDUCING OUR ENVIRONMENTAL IMPACT

We **Deliver Excellence** by integrating circular thinking into our global operations. By optimizing energy, emissions, waste and water, we prove that zero defects and exceptional quality are interwoven with our ability to deliver a positive environmental impact across our global operations.



### Fiscal 2025 Progress to Goals and Fiscal 2026 Enterprise Initiatives

#### Fiscal 2025 Goals

Absolute Scope 1 & Scope 2 emissions equal to or less than fiscal 2023 absolute emissions performance

5.0% waste to landfill intensity reduction over fiscal 2024

Complete individual site sustainability impact assessments to support longer-term ambition planning

5.0% water withdrawal intensity reduction over fiscal 2024 baseline

#### Fiscal 2025 Highlights

**Surpassed Goal**

Achieved a 15.0% absolute reduction

**Surpassed Goal**

Achieved a 31.0% waste to landfill intensity reduction, which included 8 sites achieving zero waste status

**Achieved Goal**

**Fiscal 2026 Opportunity**

Reduced intensity, but missed our target due to operational activity. Water efficiency remains a priority.

#### Fiscal 2026 Goals

25% absolute reduction of scope 1 and 2 emissions over a fiscal 2023 baseline

3.0% increase in waste recycling vs. fiscal 2025

Continued deployment of best practices and targeting new efficiencies based on fiscal 2025 assessment findings

2.0% absolute global water reduction over a 2025 baseline



# ENVIRONMENTAL SUSTAINABILITY STRATEGY

Our **Environmental Impact and Climate Policy** integrates sustainability throughout our organization. By optimizing our operational ecosystem, we create long-term value for our organization and empower our customers to meet their own environmental and product goals.

At Plexus, we reduce our footprint through a disciplined, three-part approach:

- 1 REDUCE**  
 Minimize resource consumption and waste generation
- 2 TRANSITION**  
 Shifting to renewable and reusable resources
- 3 OPTIMIZE**  
 Deploying circular inputs, automation and advanced technology

We maintain global accountability by tracking energy, emissions, waste and water through standardized metrics. Every manufacturing site monitors these KPIs monthly, ensuring data-driven visibility for both site management and corporate leadership. This framework also empowers individual sites to set supplemental goals that address unique regional environmental priorities, ensuring our management approach is both holistic and responsive to local needs.

Plexus is committed to reducing our environmental impact through ambitious, science-aligned targets. In fiscal 2025, we successfully achieved our annual goal of emissions neutrality relative to our growth, delivering an equivalent absolute reduction of 15% compared to our baseline. This milestone validates the effectiveness of our operational efficiency programs and our strategic shift toward renewable energy procurement.

We translate our overarching absolute greenhouse gas (GHG) targets into tangible, site-specific kWh electricity and therms reduction goals for our global facilities teams. Each site is assigned a localized target tailored to a complex set of site-specific variables, including production scale, geographic zones, site age and historical data.

Our Board-approved annual targets are central to our performance. To ensure measurable accountability, these enterprise goals are integrated into our Variable Incentive Compensation Plan (VICP) for executives and senior leaders. We drive progress by prioritizing strategic projects that balance immediate operational efficiencies with systemic, long-term value creation.

Strategy execution is driven by our cross-functional Environmental Sustainability Council. Led by our Corporate Sustainability Director and composed of global operations, EHS representatives, facilities and engineering, the Council meets regularly to review progress and scale best practices across our global footprint. This work is overseen by the Plexus Leadership Team (PLT) Sustainability Committee, which provides executive-level direction, while our Board receives quarterly updates to ensure strategic alignment at the highest level.



## Our Environmental Impact & Climate Policy

Plexus is dedicated to building a more sustainable future by mitigating our global operational footprint in alignment with climate science and circular economy principles. As a service provider, we recognize our unique ability to act as a catalyst for change, amplifying environmental progress through meaningful collaboration across our entire enterprise.

To achieve this, we are committed to the following actions:

- **Biodiversity Protection** | Limiting resource consumption to mitigate the environmental and ecosystem impacts associated with raw material extraction
- **Customer Empowerment** | Partnering to design, manufacture and service responsible products that reduce environmental footprints
- **Energy Transition** | Prioritizing the production and procurement of renewable energy to power our operations and improve energy resilience and business continuity
- **Measurable Accountability** | Developing and refining interim goals to track and disclose progress against our most significant environmental impacts
- **Operational Efficiency** | Actively lowering emissions by reducing energy consumption, modernizing site infrastructure and deploying efficiency-focused technologies
- **Value Chain Synergy** | Expanding our Scope 3 assessments to promote and support emissions reduction efforts with both upstream and downstream partners
- **Waste Circularity** | Eliminating landfill waste in favor of beneficial reuse, repurposing and recycling programs that support a circular economy
- **Water Stewardship** | Implementing advanced processes to reduce consumption and increase water recycling, with a priority focus on regions of high water stress





## Environmental Management System

We are committed to safeguarding both our team members and the environments of the communities where we operate. To translate this commitment into action, we implement an Environmental, Health and Safety Management System (EHSMS) that aligns to ISO standards. This system provides the necessary structure, policies and controls to effectively mitigate our environmental impact and meet our compliance obligations.

Our EHSMS ensures continuous improvement and promotes a collaborative approach across our operations. It serves as the essential tool for embedding long-term sustainability goals into our daily operations. We conduct regular management reviews to identify site-level improvement opportunities, and these core metrics are directly incorporated into the Plexus System of Operational Excellence to share best practices across our global network.

### Our EHSMS includes:

#### Standards

100% of our manufacturing sites and four of our six design centers are certified to the internationally recognized ISO 14001 Environmental Management standard. All of our sites abide by global policies aligned to ISO 14001, regardless of formal certification. Our sites in Kelso and Livingston, Scotland are certified to the ISO 50001 Energy Management system, which helps those sites achieve continual improvement in energy performance, efficiency and consumption.

#### People

We employ a global team of over 40 EHS professionals who develop and implement standard procedures to protect our team members and enable safe, sustainable operations. These professionals are integrated directly into operational teams to ensure environmental consequences and safety concerns are prioritized during process reviews.

#### Metrics & Improvement Targets

Each of our manufacturing sites measures energy, emissions, water and waste on a monthly basis, reporting these metrics to leadership quarterly. We consistently set quantitative targets to improve our environmental performance at both the site and enterprise levels.

Sites certified to ISO 14001  
**17 of 17**

Sites certified to ISO 45001  
**2 of 17**

Design centers certified to ISO 14001  
**4 of 6**

**Over 75%** of suppliers assessed have environmental policy / ISO 14001 certified

Site certified to ISO 50001  
**1 of 17**

Reportable spills  
**0**

### Supplier Environmental Governance

Plexus recognizes that a truly sustainable value chain requires active alignment with our supply base, making the evaluation of supplier environmental governance a key priority. We routinely review and encourage our partners to adopt robust environmental policies, viewing these frameworks as essential indicators of operational maturity and effective risk management.

Our recent investigations revealed that over 75% of assessed major suppliers are certified to the ISO 14001 standard. This alignment validates that our partners are moving beyond mere intent, utilizing internationally recognized management systems to drive measurable environmental performance. By prioritizing partners who demonstrate this level of strategic commitment and third-party validation, we significantly mitigate upstream risks and strengthen the collective resilience required to meet the evolving sustainability expectations of our customers and investors.

*For more information on our team member health and safety program and performance, see p. 13.*



# ENERGY & EMISSIONS

In alignment with our Environmental Impact and Climate Policy, Plexus has pivoted from intensity-based metrics to absolute emissions tracking. We successfully met our fiscal 2025 goal, maintaining global Scope 1 and 2 emissions at or below our fiscal 2023 baseline.

Building on this momentum, we are accelerating our decarbonization efforts. For fiscal 2026, we intend to set an aggressive target to reduce absolute Scope 1 and 2 emissions by 25% against our fiscal 2023 baseline. This target ensures measurable reductions independent of business growth.

## Data-Driven Approach

To reach these targets, our global facilities teams utilize advanced circuit metering software for real-time, sub-meter-level electricity monitoring. This granular data allows us to:

- Proactively optimize equipment performance
- Identify immediate energy-saving opportunities
- Conduct data-driven assessments of building assets

## Rigorous Governance & Transparency

To ensure data integrity and accounting excellence, we maintain a comprehensive Greenhouse Gas (GHG) Inventory Management Plan (IMP). This internal governance framework formalizes our data collection, calculation methodologies and reporting boundaries in strict alignment with the GHG Protocol Corporate Standard.

To validate our performance and provide stakeholders with high-confidence data, our fiscal 2025 GHG inventory underwent independent third-party verification. This external assurance engagement covered:

- Global Scope 1 and Scope 2 Emissions, utilizing both location-based and market-based methods
- Material Scope 3 Categories, ensuring a comprehensive view of our overall impact

By committing to absolute emissions measurement and rigorous external validation, we provide stakeholders with transparent, verified insights into our environmental performance and long-term climate resilience.

Building on this progress, we have formalized a new near-term emission reduction target aligned with science-based methodology.

## Accelerating Absolute Reductions

Plexus commits to reduce absolute Scope 1 and 2 GHG emissions by 54.6% by 2033 over a fiscal 2023 base year.

To achieve this aggressive target, our roadmap prioritizes three strategic pillars:

- **Energy Efficiency** | Optimizing our global manufacturing footprint through advanced metering and site modernization
- **Renewable Energy Scaling** | Expanding our procurement and production of renewable energy
- **Process Innovation** | Leveraging technology and circular thinking to reduce emissions at the source of production



To support our absolute emission reduction targets, Plexus is transitioning to a diversified energy portfolio. Recognizing that renewable energy infrastructure varies across our global footprint, each manufacturing site utilizes a customized mix of energy sources to balance operational reliability with our sustainability goals:

- **Grid Electricity** | Some of our sites utilize the traditional grid for baseline reliability, while actively reducing total consumption through aggressive, site-level efficiency initiatives
- **On-Site Solar** | At select locations where geography and site infrastructure allow, we operate on-site solar photovoltaic (PV) systems. This provides a portion of direct, low-emission energy for those specific sites while mitigating exposure to volatile utility costs.
- **Purchased Renewables** | For sites located in accessible renewable markets, we partner with utility vendors to procure high-quality renewable energy. By utilizing Energy Attribute Certificates (EACs)/Renewable Energy Certificates (RECs), we actively lower market-based Scope 2 emissions at participating sites.

This diversified, site-specific strategy builds a resilient energy infrastructure and drives our transition to a clean energy economy, all while maintaining the rigorous operational standards required by our customers.

To actively manage and reduce our electrical footprint, we utilize a robust framework of technical and operational controls:

- **Real-Time Monitoring** | We deploy circuit metering software to capture granular, real-time data on equipment performance, allowing for immediate identification of load anomalies
- **Performance Governance** | We conduct regular metric reviews to track electricity consumption, ensuring accountability for site-specific reduction targets
- **Strategic Audits** | In fiscal 2025, we performed energy assessments to identify capital improvement projects, such as HVAC upgrades or process automation, that deliver long-term kilowatt-hour (kWh) reductions



## Energy Management System

Our energy management strategy is defined by a commitment to continuous improvement and rigorous internal oversight. Guided by a formal Climate Policy, we prioritize the systematic reduction of electricity consumption and the expanded integration of renewable energy. This commitment is translated into action through our Energy Management System, which was deployed in fiscal 2025. A key driver of our success is the proactive identification of energy efficiency improvements; by maintaining a tracking system for our highest-consumption equipment, we have successfully implemented targeted retrofits and operational optimizations that yield measurable energy savings year-over-year.

To maintain the highest level of data integrity, we perform regular internal audits of our energy data, ensuring that the metrics presented to leadership during recurring management review meetings are both accurate and actionable. These reviews facilitate the setting of ambitious annual reduction targets that stay aligned with our long-term science-based goals. Our holistic approach is formalized within our GHG Emissions Inventory Plan, which bridges the gap between energy use and carbon impact. The maturity of these processes was further validated this year through a comprehensive third-party audit, confirming that our internal controls and methodology for tracking energy-related emissions meet high standards of transparency and reliability.

### Our Emissions Roadmap | Scope 1 & 2 Emissions

Building a better world requires more than just goals, it requires a bold, data-driven strategy. By **Innovating Responsibly**, we commit to reduce absolute Scope 1 and 2 GHG emissions by 54.6% by 2033 over a fiscal 2023 base year.

## Scope 1 & 2 Emissions

We prioritize reducing Scope 1 and 2 emissions, specifically targeting purchased electricity consumption, the largest contributor to our emissions profile. To tackle this, our emissions reduction roadmap for fiscal 2026 and beyond focuses on two high-impact levers:

- **Operational Efficiency** | We are standardizing and scaling energy reduction across our global manufacturing sites. By optimizing equipment performance and modernizing sites, we ensure our growth is decoupled from our environmental footprint.
- **Renewable Energy Scaling** | We are selectively shifting our energy mix toward clean sources through a strategic combination of on-site solar generation and high-impact renewable energy procurement.

## Renewable Energy Opportunities

### Livingston & Kelso, Scotland

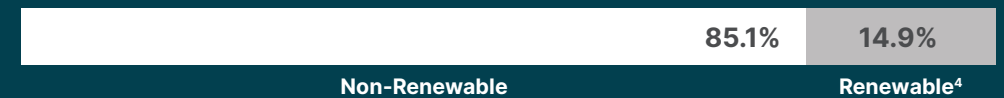
Our teams in Scotland took a significant step forward in our UK manufacturing energy strategy, moving beyond regulatory Energy Savings Opportunity Scheme (ESOS) compliance to drive deep operational efficiency. By conducting a comprehensive review of our Significant Energy Users, the sites implemented a series of high-impact upgrades, including the optimization of the Livingston cleanrooms and the modernization of the Kelso air compressor system, which alone **saved 17,000 kWh in fiscal 2025**.

A centerpiece of Kelso's sustainability efforts was the full integration of our solar PV installation; in its first full year, it **generated 447,000 kWh of clean energy, accounting for 19% of the Kelso site's total consumption**. These initiatives, supported by a new three-year strategic upgrade schedule, empower our local teams to proactively manage energy intensity and ensure long-term conservation across our entire UK operations.

### Penang, Malaysia

In fiscal 2025, we explored ways to strategically combine on-site generation and renewable energy procurement at our Penang sites, which represent a significant portion of our global emissions. Looking ahead, we expect to source the majority of our energy through renewable sources.

### Fiscal 2025 Global Energy Sources



<sup>4</sup>Renewable energy including on-site solar generation and purchased renewable energy from various sources.

**100%**

Percentage of manufacturing sites with LED lights

**94%**

Increase in renewable energy produced on-site vs. fiscal 2024



## Scope 3 Emissions

In fiscal 2025, we reached a key milestone by transitioning from baselining to active reporting for our most significant Scope 3 emissions categories. We now capture, calculate and report emissions for the following six material categories:

- Category 1: Purchased Goods and Services
- Category 2: Fuel and Energy-Related Activities
- Category 3: Upstream Transportation and Distribution
- Category 4: Waste Generated in Operations
- Category 5: Business Travel
- Category 6: Employee Commuting

To provide our stakeholders with the highest level of confidence, these material Scope 3 categories were included in our independent third-party verification. Independent verification confirms that our disclosures meet rigorous standards for accuracy and completeness.

While we prioritize these high-impact areas, we are simultaneously accelerating our data-gathering roadmap for the remaining Scope 3 categories.

### ISO 50001 Certification and Global Sustainability Performance Standards Deployment

Building on our ISO 14001 foundation, our Livingston and Kelso, Scotland sites serve as centers of excellence for ISO 50001 Energy Management. In fiscal 2025, we scaled this globally through our Sustainability Impact Assessment.

## Sustainability Impact Assessment

What sets Plexus apart is our ability to translate granular data into immediate action. In fiscal 2025, our robust site-level assessments identified **over 150 specific global emission reduction opportunities**, from air compressor leak testing and best practice sharing, to full HVAC retrofits. This will drive our progress through fiscal 2026 and keep us ahead of our 2033 targets.

## Verified Data & Governance

We lead with transparency, as evidenced by our fiscal 2025 GHG Inventory Management Plan, which ensures every metric is strictly aligned with the GHG Protocol. We don't simply self-report; we verify. Our fiscal 2025 emissions inventory received independent third-party verification, covering everything from our evolving mobile combustion tracking to our dual-reporting (Location-Based and Market-Based) methods. Verification was conducted in accordance with ISO 14064-3: 2019 Specification with guidance for the validation and verification of GHG assertion, which is an approved verification standard accepted by the CDP (formerly the Carbon Disclosure Project).

## International Standards & Strategic Disclosure

To ensure the highest level of data integrity and global comparability, Plexus aligns all sustainability reporting with the GHG Protocol Corporate Accounting and Reporting Standard. This globally recognized framework provides the foundation for our greenhouse gas management and reporting strategy.

Our accounting methodology is defined by four pillars:

- **Organizational Boundary** | We utilize the Operational Control approach, accounting for all emissions from sites where Plexus has the authority to implement operating policies.
- **Scope 2 Dual Reporting** | In accordance with GHG Protocol guidance, we report emissions using both Location-Based (grid average) and Market-Based (contract-specific) methods. This provides a transparent view of the impact of our renewable energy investments.
- **Scope 3 Materiality** | Our reporting aligns with the Corporate Value Chain Standard. We currently capture and verify our most material categories (Categories 1, 3, 4, 5, 6 and 7), while actively expanding our data-gathering for remaining categories.
- **Third-Party Assurance** | To validate our adherence to these standards, our fiscal 2025 GHG inventory received independent third-party verification.

## CDP Reporting

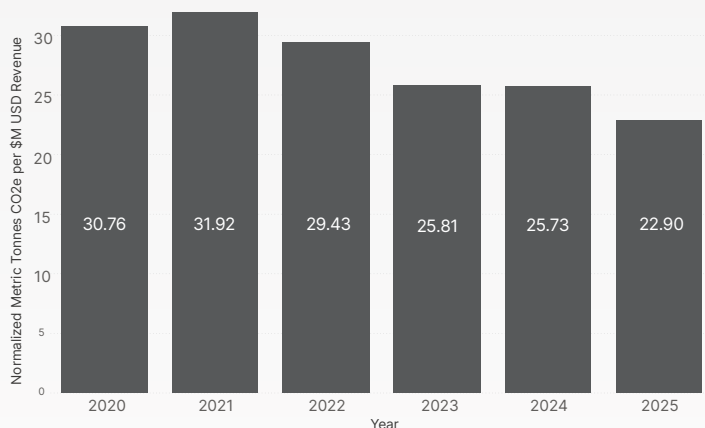
As part of our commitment to active stakeholder engagement, Plexus annually discloses environmental performance through CDP.

Building on our successful baselining efforts, we are expanding our CDP reporting boundary for the next disclosure cycle. By formally including our material Scope 3 categories, we ensure our public disclosures reflect the full extent of our impact and meet the most rigorous stakeholder expectations for climate transparency.



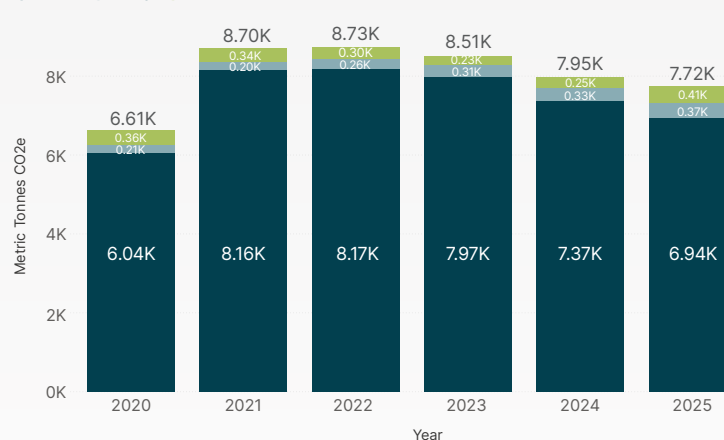
# ENERGY & EMISSIONS INSIGHTS

## Total Emissions Intensity (Market-Based)<sup>5</sup>



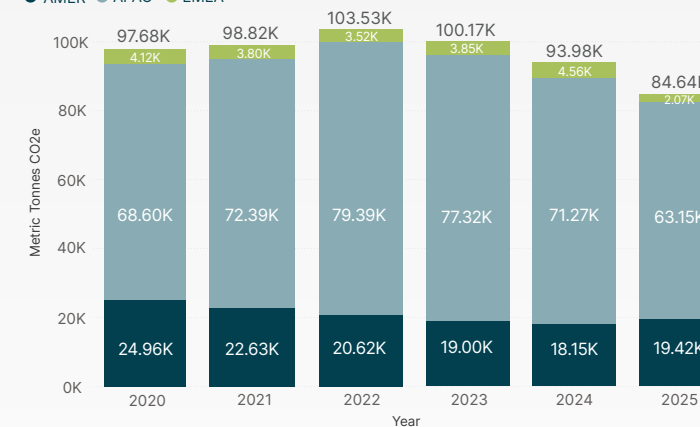
## Scope 1 Emissions<sup>6</sup>

● AMER ● APAC ● EMEA



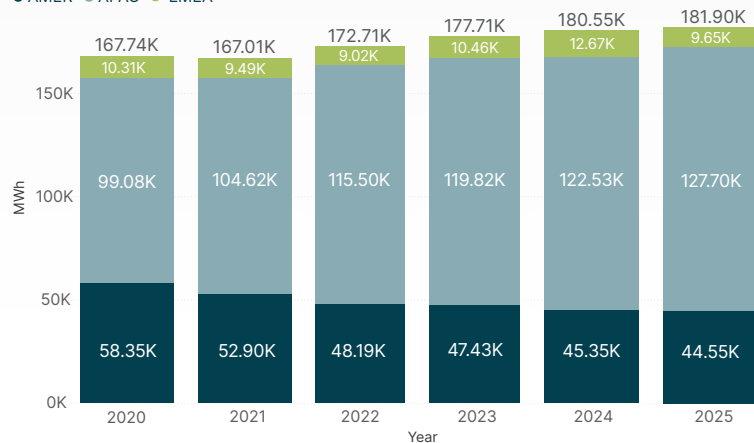
## Scope 2 Emissions (Market-Based)<sup>7</sup>

● AMER ● APAC ● EMEA



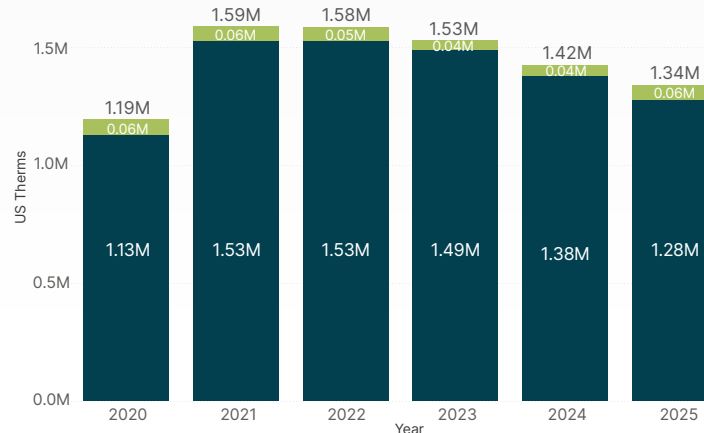
## Electricity Usage<sup>7</sup>

● AMER ● APAC ● EMEA



## Natural Gas<sup>7,8</sup>

● AMER ● EMEA



## Methodology Alignment

We align our emissions measurements to the GHG Protocol, the internationally recognized standard for corporate emissions accounting, utilizing the Operational Control approach to define our organizational boundaries. Under this approach, we account for emissions from operations over which Plexus has the authority to introduce and implement operating policies. In accordance with the Scope 2 Guidance, we utilize dual reporting to disclose our indirect emissions performance:

**Location-Based Method** | Calculates emissions based on the average emissions intensity of the local grids where our electricity is consumed.

**Market-Based Method** | Calculates emissions based on the electricity that we have purposefully chosen (e.g., green tariffs, renewable energy certificates, or contracts).

Our inventory currently includes the following forms of energy:

**Scope 1** | Fuel from heating facilities and water; fuel from emergency generators; fuel from trigeneration micro turbines, mobile combustion of operationally controlled vehicles

**Scope 2** | Purchased electricity, renewable electricity produced on-site and purchased renewable electricity.

<sup>5</sup> Excludes our leased offices located in shared multi-tenant sites in Livingston, Scotland (Scope 1 excluded); and Raleigh, North Carolina, United States (Scope 1 and 2 excluded).

<sup>6</sup> Excludes our leased offices located in shared multi-tenant sites in Livingston, Scotland; and Raleigh, North Carolina, United States.

<sup>7</sup> Excludes our leased office located in a shared multi-tenant site in Raleigh, North Carolina.

<sup>8</sup> We do not use natural gas as a source of energy in our APAC sites.



# WASTE

In fiscal 2025, Plexus accelerated its transition toward circularity by treating waste as a resource management challenge. Our systematic approach resulted in a **29% absolute reduction** in waste to landfill globally, anchored by **eight sites achieving and maintaining zero waste to landfill**, more than doubling our footprint from fiscal 2024.

We align waste reduction with our commitment to exceptional quality. By doing things right the first time, we eliminate the primary drivers of industrial waste: scrap and rework. This operational discipline is powered by team member engagement, including:

- **Awareness & Education** | EHS-led campaigns focused on responsible consumption and precise material segregation
- **Team Member Engagement** | Site-organized e-recycling events that provide responsible disposal pathways for complex waste streams
- **Best Practice Sharing** | A global Bringing Employee Successes Together (BEST) competition, the fiscal 2025 winner of which was a waste-handling protocol project spearheaded at our Neenah, Wisconsin site that pioneered integrated protocols we are now scaling globally

To ensure the integrity of our circularity claims, we strengthened our waste vendor verification audit process in fiscal 2025. This EHSMS-aligned framework mandates strict qualification of all waste partners, unlocking advanced recovery options such as waste-to-energy conversion and the creation of soil amendments from organic waste.

## Data-Driven Roadmap for Fiscal 2026 and Beyond

In fiscal 2025, we completed Sustainability Impact Assessments, focused on energy, emissions, waste and water, at 100% of our global manufacturing sites. This granular data provides a standardized foundation for our global network, allowing us to share best practices and target new efficiencies. Looking ahead to fiscal 2026, we are committed to strengthening our recycling initiatives and specifically minimizing e-waste generation, ensuring our growth remains decoupled from our environmental footprint.





# HAZARDOUS SUBSTANCE & WASTE MANAGEMENT

At Plexus, safeguarding our team members and the environment through stringent hazardous substance management is a foundational element of our operations. Our process is built on a proactive hierarchy of controls: first eliminating risks at the design and sourcing stage, then implementing rigorous engineering controls within our manufacturing processes.

We utilize a global screening process to track, approve and restrict substances of concern. Beyond strict adherence to global regulations, we partner with customers and stakeholders to identify and replace chemistries that align with their specific interests, even when not legally mandated.

- **HFC Elimination** | In fiscal 2024, we proactively eliminated potential hydrofluorocarbons (HFCs) from our assembly materials across 13 distinct assemblies and all global sites, identifying and implementing viable, lower-impact alternatives ahead of regulatory requirements
- **Strict Prohibitions** | Substances such as polychlorinated biphenyls, chlorinated solvents, isocyanates, asbestos and heavy metals are strictly prohibited from our manufacturing footprint
- **Safe Materials** | By scrutinizing incoming materials, we ensure safer alternatives including reusable, recyclable or biodegradable options that are integrated into the product lifecycle

To minimize air emissions and team member exposure in manufacturing, we deploy advanced technology to limit chemical application.

- **Automated Precision** | We utilize robotics for the spray-coating of resins on PCBAs, increasing application accuracy, reducing chemical consumption and enhancing safety by removing manual hand-spray operations
- **Exposure Control** | When a potential risk is identified, we apply a rigorous control hierarchy, including engineering controls to prevent exposure, administrative controls to mitigate risk and personal protective equipment as a final layer of protection
- **Continuous Monitoring** | We maintain high-integrity working conditions through analytical testing and localized training. Materials declarations and substance data are provided in local languages to ensure every team member is empowered to handle chemicals safely.

Our commitment to zero waste to landfill extends to hazardous waste management. Globally, each Plexus site establishes hazardous waste reduction targets as part of our EHSMS. In fiscal 2025, our focus on identifying disposal and recovery methods yielded significant results:

- **Waste Diversion** | 76% of our hazardous waste was diverted to recycling, marking a 7.0% increase over fiscal 2024
- **Material Recovery Processes** | We implemented high-purity recycling for portable batteries using induced magnetic separators. This process recovers nickel for use in cutlery and zinc oxide for paint, ensuring these materials return to the value chain.
- **Energy Reclamation** | For materials that cannot be recycled, we prioritize energy recovery and beneficial reuse over landfilling.
- **Supplier Accountability** | To ensure the integrity of our downstream impact, we conduct regular audits of our hazardous waste management suppliers, partnering only with those who employ best-in-class neutralization and recycling technologies

By merging audit protocols with innovative recovery technology, we ensure that even our most complex waste streams are managed with the precision required to protect our people and the world.

**841,466**

Global hazardous waste generated (lbs)

**637,064**

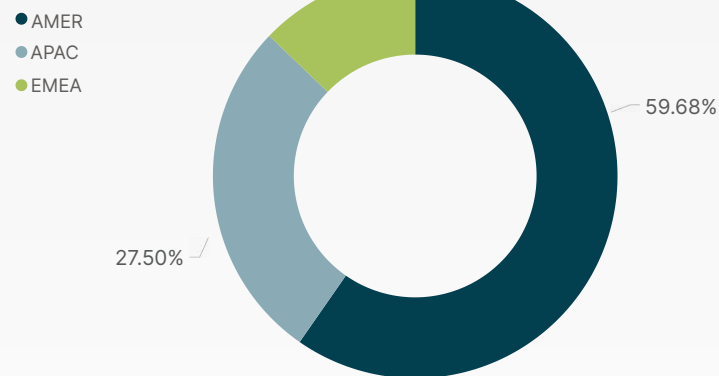
Global hazardous waste recycled (lbs)

**181,396**

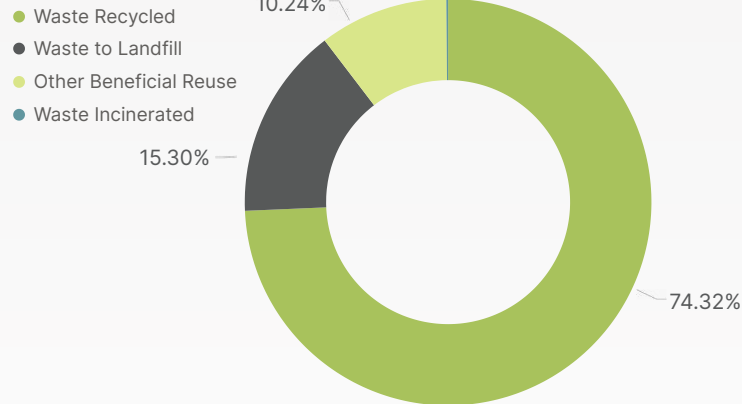
Global hazardous waste diverted for other beneficial reuse or incinerated (lbs)

# WASTE INSIGHTS

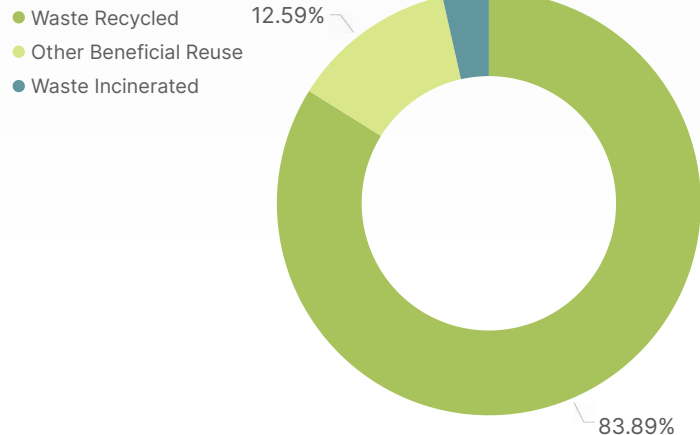
**Total Waste Generation (%)**



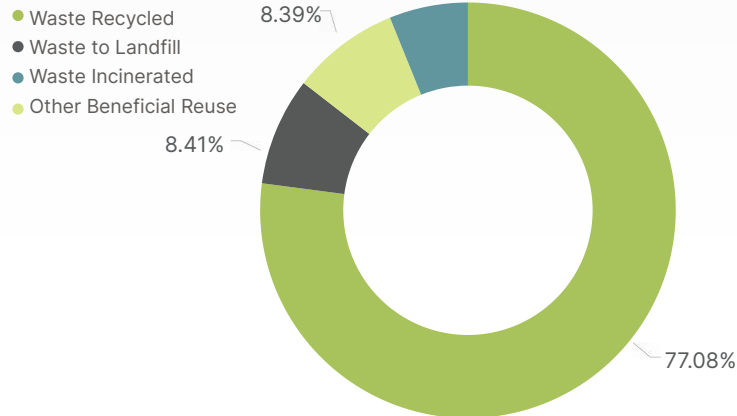
**AMER Waste Treatment (%)**



**EMEA Waste Treatment (%)**



**APAC Waste Treatment (%)**



Total global waste generated (lbs)  
**18,237,813**

Global waste to landfill (lbs)  
**11.4%**

Global non-hazardous waste incinerated (lbs)  
**1.8%**

Global waste generation intensity (lbs per USD \$1,000)  
**4.5**

Global waste to landfill intensity (lbs per USD \$1,000)  
**0.5**

## Scope & Methodology

Waste is monitored and quantified, encompassing all waste generated on-site and managed by external entities. The collected waste data is classified according to the following criteria:

- Waste Type & Treatment Method** | Each site uses a standard waste narrative template to capture the types of waste (e.g., hazardous, non-hazardous, electronic and specific materials like plastic, cardboard, food waste) and the treatment methods used (e.g., landfilling, recycling, incineration and other beneficial reuse including composting, waste to energy, biodigestion).
- Quantity of Waste & Data Sources** | The amount of waste is tracked by weight (e.g., pounds, tonnes or kilograms). The data sources include internal records and waste carrier reports.



# WATER

Plexus is committed to responsible water management through technical precision and local ecological alignment. Utilizing the WRI<sup>8</sup> Aqueduct Water Risk Atlas, we have identified five manufacturing sites in regions of high or extremely High Baseline Water Stress (HBWS): **Bangkok, Thailand; Boise, Idaho; Chicago, Illinois; and Guadalajara, Mexico (two sites)**. We aim to prioritize these locations for accelerated efficiency initiatives and risk monitoring to ensure both business continuity and community water security.

To drive efficiency gains, we utilize advanced sub-metering systems and sensor technologies that provide real-time, granular insight into consumption patterns. In fiscal 2025, we deployed Sustainability Impact Assessments across our global operations to evaluate site-specific risks, including regulatory compliance and infrastructure resilience.

This data-led approach allows our facilities teams to pinpoint high-consumption processes and prioritize high-impact reduction projects, such as flow-restriction retrofits and process-water recycling.

As a core component of our ISO 14001 certifications, we maintain a dual approach to wastewater treatment to ensure all effluent meets or exceeds stringent local benchmarks:

- **On-Site Treatment** | Sites with direct discharge obligations operate dedicated Wastewater Treatment Plants
- **Off-Site Collaboration** | For sites in industrial parks, we utilize formal agreements with park operators to guarantee comprehensive treatment before discharge

To maintain transparency, all sites perform regular wastewater quality analyses as mandated by local authorities, ensuring our operations remain in harmony with surrounding ecosystems.

While our primary water source remains third-party municipal utilities to ensure hygiene and reliability, we continue to aggressively pursue reduction opportunities through targeted priorities.

By leveraging our sub-metering infrastructure and expanding our focus to water discharge, we are building the technical foundation required to optimize our water footprint in fiscal 2026 and beyond.

## Water System Redesign in a HBWS Location

To enhance operational resilience and resource efficiency, our Boise, Idaho site redesigned its Deionized water system to eliminate systemic downtime and unnecessary waste. By replacing an aggregate monitoring setup with individual megohmmeters for each tank and integrating them into our building management software, the site transitioned from a single point of failure model to a precise, isolated maintenance approach.

The shift enabled the site to utilize the full lifespan of every resin tank, saving over **\$38,000 annually** in regeneration costs, while a new recirculation line redirects water back to the reverse osmosis tank, conserving more than **90,000 gallons of water** per year. Further, the upgraded system empowers on-site personnel to address alarms immediately, successfully preventing after-hours emergency call-ins annually and ensuring 24/7 stability for our manufacturing processes.

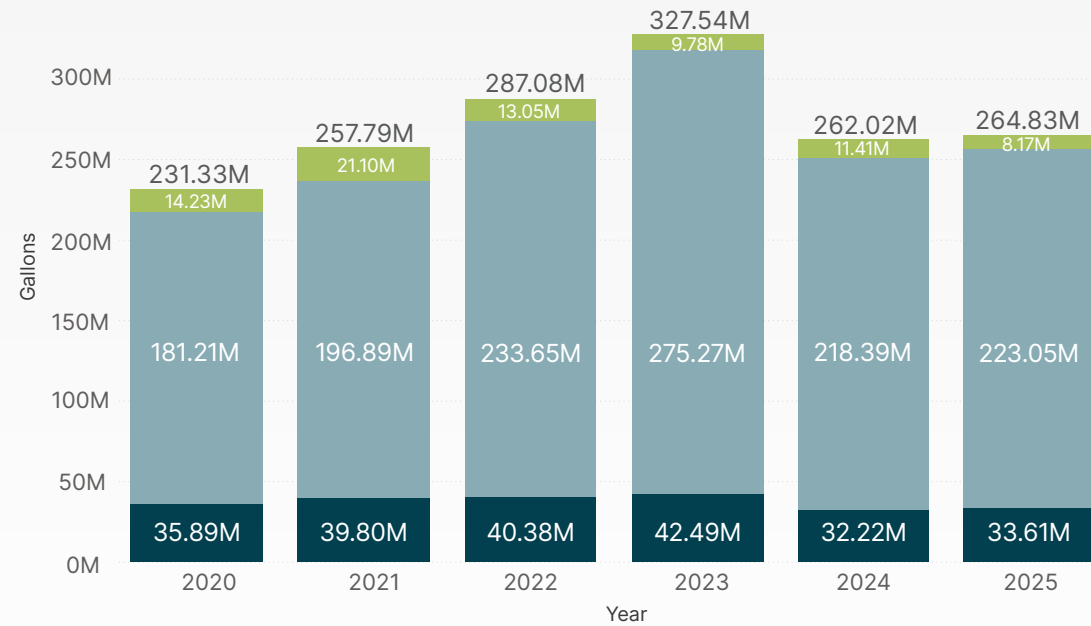
<sup>8</sup>According to the World Resources Institute, measuring ratio of water withdrawals to supply as of March 21, 2026.



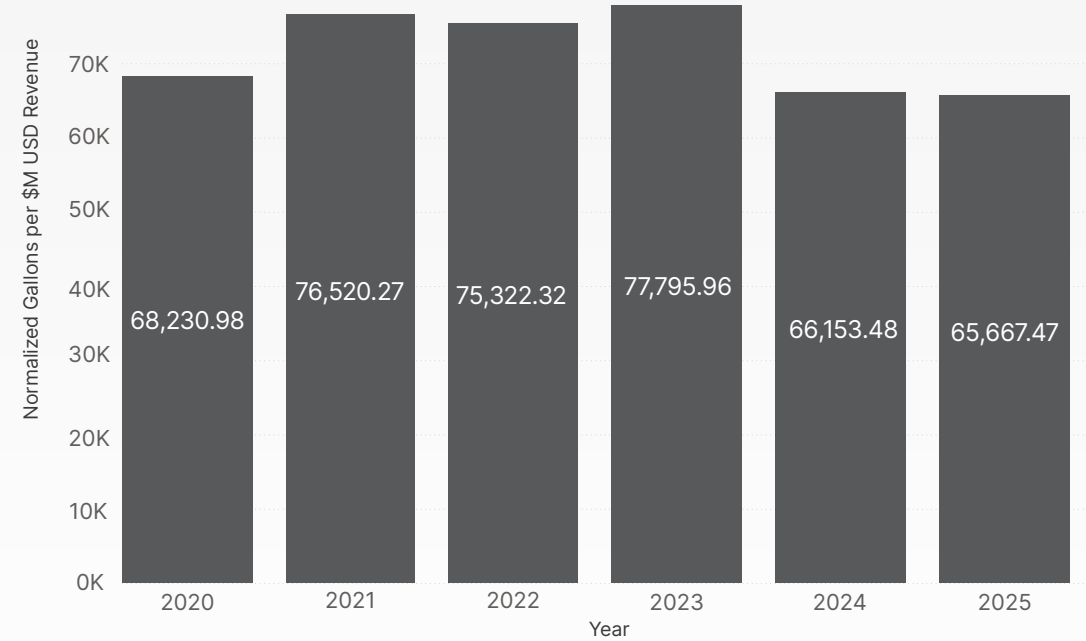
# WATER INSIGHTS

## Water Withdrawal<sup>9</sup>

● AMER ● APAC ● EMEA



## Water Withdrawal Intensity<sup>9</sup>



<sup>9</sup>Excludes our leased offices located in shared multi-tenant sites in Livingston, Scotland and Raleigh, NC, U.S.



# DELIVERING EXCELLENCE | QUALITY FOR A BETTER WORLD

At Plexus, we believe quality is a foundational mindset to our vision of building a better world, because the work we do impacts lives. By **Delivering Excellence** through exceptional quality and perfect delivery, we ensure the products we help create are reliable, safe and trusted in the moments that matter most.

This all-encompassing commitment is integrated into our sustainability strategy, as doing the right thing the first time, every time, directly reduces our environmental footprint by:

- **Eliminating Quality Escapes** | Reducing scrap and raw material waste
- **Preventing Rework** | Minimizing the energy and emissions associated with secondary processing
- **Optimizing Resources** | Ensuring every resource is utilized for maximum value

Through this disciplined focus, we ensure that our pursuit of excellence remains a powerful catalyst for a more sustainable future for our team members, our customers and the world.



**Our promise to do the right thing, the first time, every time.**  
We hold ourselves accountable for our customers, our team members and the world.



# OUR CULTURE OF CONTINUOUS IMPROVEMENT

Achieving our vision requires a relentless focus on standardizing, scaling and improving our global operations. In fiscal 2025, we evolved our organizational structure to further prioritize Continuous Improvement (CI), ensuring that efficiency and innovation are embedded across every region and site.

To accelerate change and drive systemic value, we have established a dedicated global CI framework. This structure empowers our teams to think, work and act differently, transforming bold ideas into operational standards. By aligning our global talent under a unified CI strategy, we ensure that best practices discovered at one site are rapidly deployed across our entire enterprise.

## BEST | Celebrating Innovation in Action

A key element of our focus on continuous improvement is BEST (Bringing Employee Successes Together), our global competition that showcases high-impact projects. In fiscal 2025, our 12<sup>th</sup> year of the competition, 19 teams demonstrated their passion for applying CI to benefit our team members, customers and communities.

Within the sustainability pillar, teams tackled pivotal challenges such as solder waste reduction, water efficiency and workstation energy optimization. Every team reaching the global BEST competition earns a donation for a charity of their choice, reinforcing our commitment to the communities where we live and work. In fiscal 2025, Plexus donated \$51,500 to local charities selected by BEST participants, bringing our 12-year total to more than \$550,000 through the Plexus Community Foundation.





# TRUST & TRANSPARENCY

[CODE OF CONDUCT & BUSINESS ETHICS](#) →

[RISK MANAGEMENT](#) →

[SUSTAINABILITY GOVERNANCE](#) →

[ALIGNMENT TO STANDARDS & FRAMEWORKS](#) →





# TRUST & TRANSPARENCY

## COMMITTED TO INNOVATING RESPONSIBLY

Our commitment to **Innovating Responsibly** is anchored by accountability and integrity. By holding ourselves and our partners to the highest ethical standards, we do more than mitigate risk; we actively build the trust required to deliver long-term, sustainable value for our stakeholders.



### Fiscal 2025 Progress to Goals and Fiscal 2026 Enterprise Initiatives

#### Fiscal 2025 Goals

Stakeholder interviews and calibration on double materiality assessment results

#### Fiscal 2025 Results

Recurring discussions with key stakeholders regarding material topics and progress

#### Fiscal 2026 Goals

Calibrating stakeholder feedback from previous Double Materiality Assessment (DMA) activities to address needs/plan for future DMA deployment



# CODE OF CONDUCT & BUSINESS ETHICS

Our Code of Conduct defines the ethical business practices and heightened expectations we set for our team members and business partners, including, but not limited to, expectations around:

- Compliance with laws, including anti-corruption and fair competition
- Disciplined accounting practices, audits and company records
- Fair treatment, anti-discrimination and a harassment free workplace
- Fiduciary responsibility, privacy, securities trading and conflicts of interest
- Government relations, where we will strategically engage to inform government officials regarding how policies and regulations affect Plexus and our industry
- Restrictions around gifts and entertainment
- Team member health and safety
- Use of company assets, including confidential information and intellectual property

The Code applies globally to all of our team members and representatives, including all directors, agents, consultants and independent contractors.

## Ethics Governance & Oversight

Our broader ethics and compliance program (Ethics Program) serves as the infrastructure through which we activate The Code, including through Board and executive oversight, formal training and how we iteratively monitor risks and respond to concerns through our Ethics Hotline and investigation procedures.

Governance of our Ethics Program includes oversight by the Governance and Sustainability Committee (Governance Committee) of our Board. The Governance Committee reviews The Code every two years to ensure its adequacy and approve any proposed revisions. This committee also conducts an annual evaluation of the human and financial resources allocated to the program and the applicability of the Ethics Program to third parties (e.g., business partners, agents, consultants and suppliers).

Our PLT Compliance, Ethics and Risk Committee (CER Committee) includes our President & CEO and is led by the Executive Vice President - Chief Legal & Public Affairs Officer. The CER Committee meets at least quarterly and oversees the Enterprise Risk Management (ERM) program, as well as the development of the standards, policies, controls and training related to the Ethics Program (including The Code) and program implementation. This includes oversight of our reporting and investigation processes and how we monitor and audit those processes through internal and/or external audits and surveys. The CER Committee is also responsible for enforcement and reviews violations of The Code (or other policies or legal requirements) to ensure appropriate accountability, remediation, discipline and preventative measures to avoid future occurrences.

The Ethics Council, a working group of cross-functional and cross-regional representatives, is accountable for ensuring that appropriate and effective policies, controls and training have been established to address ethics-related matters, including applicable regulatory compliance obligations. This group includes: our Corporate Compliance Officer, Sr. Director of Internal Audit, Enterprise Risk & Ethics Compliance Manager, Sr. Counsel - Labor & Employment and Regional General Counsels.



## Ethics Training

Our commitment to trust and transparency is anchored by mandatory, biennial training on The Code for all team members, with completion and compliance tracked via our Learning Management System.

Additionally, we assess role-specific risks to tailor training requirements, including targeted anti-corruption education for team members in high-risk positions, such as those engaging with government officials, suppliers and third-party intermediaries. This empowers them to recognize, prevent and report corrupt practices in real-time. By evolving our curricula to address emerging regulatory and social risks, we maintain a resilient workforce committed to fair competition and transparency across our global operations.

**99.5%**

Rate of completion for fiscal 2025 Code of Conduct training

## Ethics Enforcement Procedures & Whistleblower Protections

Safeguarding our values relies on individuals reporting inappropriate workplace conduct, including violations of The Code or any other policies or legal requirements. Individuals can report violations to their supervisor, Human Resources, the Plexus leaders listed in The Code or our independent third-party Ethics Hotline, which supports anonymous reporting 24/7/365 via phone, web or postal service.

All reports, whether submitted internally or through the Ethics Hotline, are treated with the utmost seriousness and investigated promptly and discreetly, with confidentiality safeguarded within legal boundaries. We require individuals to fully cooperate with investigations and we strictly prohibit retaliation against individuals for filing a report, opposing any discriminatory act or practice, assisting or participating in any manner in a review, investigation or hearing, or otherwise seeking to enforce their legal rights. Investigations are reviewed meticulously by our Internal Audit team, reported to our CER Committee and presented to the Audit Committee of our Board at least quarterly.





## Stakeholder Responsiveness

Plexus values stakeholder input and actively seeks it through various channels. Our executive leaders, including the President & CEO, Chief Operating Officer (COO) and Chief Financial Officer (CFO), engage with shareholders through regular in-person and virtual meetings, investor conferences and other events. Our VP of Investor Relations manages this process and supports any inbound investor inquiries. As a U.S. publicly traded company, we provide timely information through our U.S. Securities & Exchange Commission (SEC) filings, our Sustainability Report, press releases, quarterly earnings calls and webcasts. Stakeholder input is paramount to shaping our strategy and ensuring that we continue to meet stakeholder needs and exceed market expectations.

## Transparency & Reporting

Our executive-level Disclosure Committee assists management in fulfilling their responsibility for accurate, complete and timely SEC reporting and other material publicly disclosed metrics. The committee ensures an adequate system of disclosure controls exists to comply with the provisions of the Sarbanes-Oxley Act and related SEC regulations. This includes the establishment and maintenance of detailed financial policies and review procedures, preparation of reports and record-keeping. Evaluation of the effectiveness of disclosure controls and procedures are performed as deemed necessary, but no less frequently than annually. Chaired by the Corporate Controller, the Disclosure Committee reports to the President & CEO and CFO.

The Disclosure Committee has full access to all records, sites and personnel, including members of the Board and Audit Committee, internal auditors, independent auditors and internal and external legal counsel. Further, all material public reports and filings are reviewed and approved by Plexus' external counsel as well as its independent auditor prior to publication.

## Government Relations & Public Policy

Plexus and the Plexus Community Foundation do not provide financial support to labor, political or fraternal organizations. Our business is increasingly impacted by regulatory developments and government policies. To navigate this environment effectively, there will be instances where we will seek to educate government officials on how certain regulations and policies affect Plexus, our industry, our markets or our team members. This policy is reflected in The Code.

Governments and agencies may periodically present opportunities for us to engage in meaningful public-private partnerships and value-driven alignment. These opportunities can include grants or tax incentives related to site investments, workforce development, innovative technologies or supported end markets. Material tax incentives and grants realized in fiscal 2025 are detailed in our 2025 Annual Report on Form 10-K dated November 14, 2025.

We regularly collaborate with our local and regional Chambers of Commerce or their equivalents in the areas where we operate. In addition, we participate in various industry groups, including the Manufacturers Alliance (formerly MAPI), the National Association of Manufacturers (NAM), Wisconsin Manufacturers & Commerce (WMC) and Global Electronics Association, formerly known as IPC, a trade association for electronics manufacturers and suppliers. These groups may occasionally survey or call on their members to provide feedback on policy issues. Aside from these activities, we do not engage in public policy activities in any significant way.



# RISK MANAGEMENT

## Enterprise Risk Management (ERM) Program

Effective corporate governance relies on our ability to identify, assess and respond to the risks and opportunities that shape our strategic objectives. At the heart of this infrastructure is the Risk Oversight Council (ROC), a cross-functional global body led by our Enterprise Risk Manager. The ROC aligns on high-priority risks for executive escalation, develops collaborative mitigation strategies and facilitates a bidirectional flow of information between senior management and the Board. Our methodology is built on a rigorous process of categorizing and quantifying risk likelihood and impact, defining appetite and tolerance and integrating these findings into our strategy process through key risk indicators and constant recalibration.

The ROC's activities are overseen by the CER Committee, which is responsible for aligning our enterprise risk appetite with corporate strategy, prioritizing key threats and monitoring the progress of our mitigation efforts.

To ensure accountability, our Board conducts an annual assessment of the ERM program's effectiveness and reviews detailed risk and response reports each quarter. Further, individual Board Committees maintain oversight of specific risk categories as defined by our Corporate Governance Guidelines and Committee Charters, all of which are publicly accessible on our website's Corporate Governance page.



## Audit Committee

- Oversees major financial risk exposure
- Discusses steps management has taken to identify, monitor and mitigate such risks
- Assesses effectiveness of governance and management of information technology
- Oversees the management of cybersecurity risks



## Compensation & Leadership Development Committee

- Monitors opportunities and risks to our human capital management strategy
- Oversees risks related to compensation, leadership development and succession planning
- Oversees compensation program to ensure alignment with strategic objectives and to incentivize appropriate risk taking



## Governance Committee

- Oversees the effectiveness of the ERM program
- Oversees risk associated with ethics and compliance
- Oversees risk associated with our sustainability strategy



## Information Technology & Cybersecurity Risk Management

Information security and data privacy risk management, including cybersecurity, is integrated into and aligns with our ERM program. Our information protection and privacy program incorporates administrative, technical and physical safeguards and incorporates various cybersecurity and internal control frameworks to protect information assets, manage data privacy and ensure compliance with laws and industry standards.

We leverage the National Institute of Security and Technology (NIST) Cybersecurity Framework (CSF), among others, to provide a strategic and adaptable approach to managing evolving cyber risks. This framework assists in assessing and improving our security posture by identifying vulnerabilities and prioritizing investments and improvements.

We maintain a cybersecurity incident response plan to assist in the assessment and management of cybersecurity incidents. The plan includes tactical playbooks and crisis response procedures based on incident severity and materiality impact. These crisis response procedures include escalation to the Audit Committee and the full Board, where appropriate. Our incident response plan is tested on a recurring basis through internal assessments, penetration tests and tabletop exercises. The results of these assessments are reported to the Audit Committee.

Plexus team members are required to complete annual training focused on cybersecurity and data privacy, acknowledging and accepting our terms of use. Plexus has a dedicated function closely integrated with our operational team that assigns role-based training aligned with recent threat intelligence. This function also conducts monthly simulated phishing campaigns, the results of which are shared with the Plexus Leadership Team. Cybersecurity best practices are shared through a variety of methods including newsletters, digital signage and live engagement sessions throughout the year.

***For more information regarding information security and cybersecurity governance and oversight, please see our Annual Report on Form 10-K for the year ended September 27, 2025.***





# SUSTAINABILITY GOVERNANCE

Sustainability is integrated into our enduring enterprise strategy and business practices. We deploy a multi-tiered governance framework to oversee integration progress, manage risks and advance enterprise priorities.

## Board-Level Oversight

Our Board provides strategic oversight of Plexus' business. The Board reviews, approves and interacts with senior management with respect to Plexus' fundamental financial and business strategies and major corporate actions and assesses major risks facing the company. The Governance Committee of our Board engages in an annual review of Plexus' sustainability strategy.

Our Audit Committee oversees the effectiveness of our internal controls over financial reporting and public disclosures, including sustainability reporting, our whistleblower and Ethics Hotline reporting, and management and governance of information technology and cybersecurity risks.

As specified in its charter, the Governance Committee of our Board is charged with reviewing our sustainability strategy, governance, policies, initiatives, reporting and trends that could impact our operations, performance, reputation and growth. This committee also oversees the effectiveness of Plexus' ERM program that serves to identify, prioritize, monitor and manage key risks facing the company. This includes overseeing the company's response strategies to key sustainability risks related to climate change, geopolitical dynamics, social unrest and related market disruption.

Our Compensation & Leadership Development Committee oversees elements of Our People pillar, including efforts related to inclusivity, talent development and global compensation policies and philosophies. This committee also works with management to identify objectives under our executives' VICP, which is reviewed at least biannually as part of the executive compensation approval and performance evaluation process.





## Management Oversight

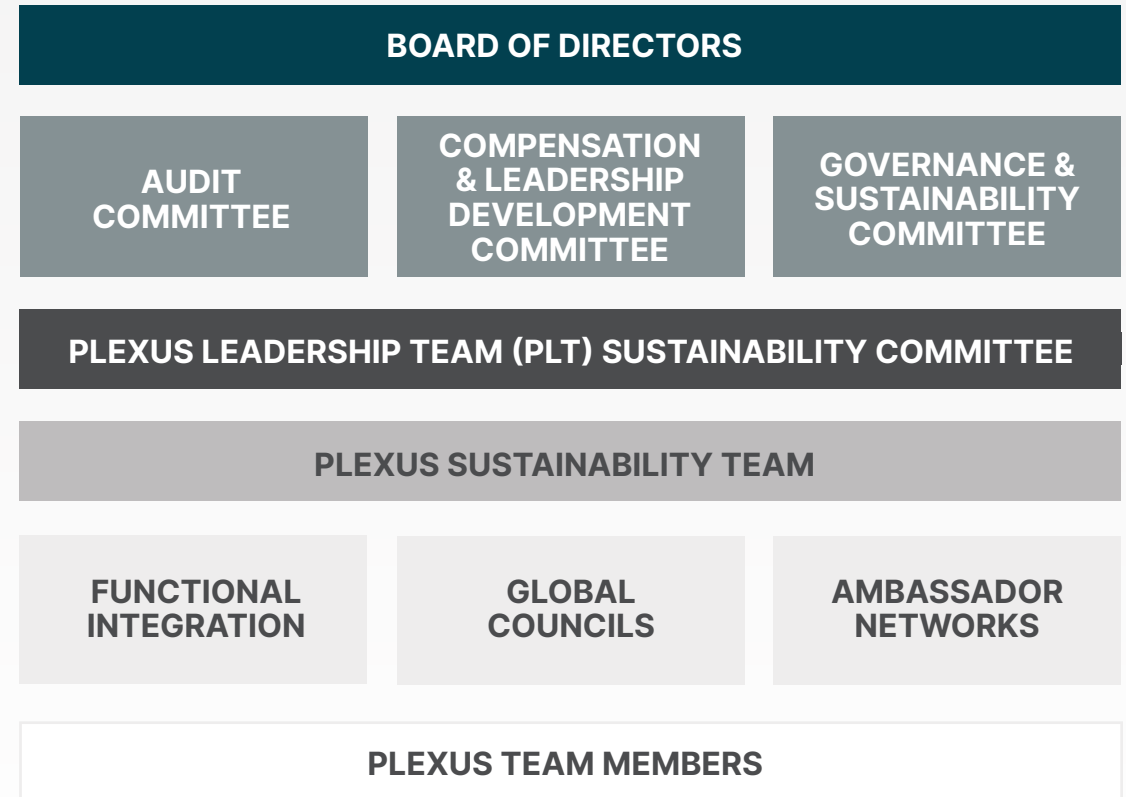
Our PLT Sustainability Committee is the highest management-level committee responsible for sustainability oversight. This committee includes our President & CEO and is chaired by our Executive Vice President, Chief Legal & Public Affairs Officer. The PLT Sustainability Committee also includes our Chief Human Resources Officer; Senior VP of Global Market Development; Senior VP of Sustaining Services; VP of Brand; Strategy Deployment & Community Engagement and VP of Investor Relations. The PLT Sustainability Committee provides oversight and direction to the development of a sustainability strategy aligned to long-term value creation, approves short- and long-term goals and drives organizational integration, engagement and accountability.

Our Director of Sustainability, along with their direct reports (Plexus Sustainability Team) and dedicated resources throughout the organization, works closely with the PLT Sustainability Committee to create, deploy and execute the sustainability strategy. This includes the development of near- and long-term initiatives, overseeing their implementation and progress, and communicating to key stakeholder groups, including the Board.

The Plexus Sustainability Team works with a broader set of functional leaders to integrate sustainability into their strategic planning process, driving coordinated participation, contributing to environmental and social impact goals and maintaining health and progress in enduring sustainability categories.

Further, cross-functional councils aligned to regions or specific topics support the development and deployment of strategic activities and specific plans to manage sustainability impacts, risks and advancement towards goals. This includes global, cross-functional councils such as our Environmental Sustainability Council, Risk Oversight Council and Ethics Council, as well as regional-specific Sustainability Councils.

We also deploy a network of sustainability and social impact ambassadors, leveraging the passion of our people to accelerate change and evolve our ways of work across all Plexus team members.





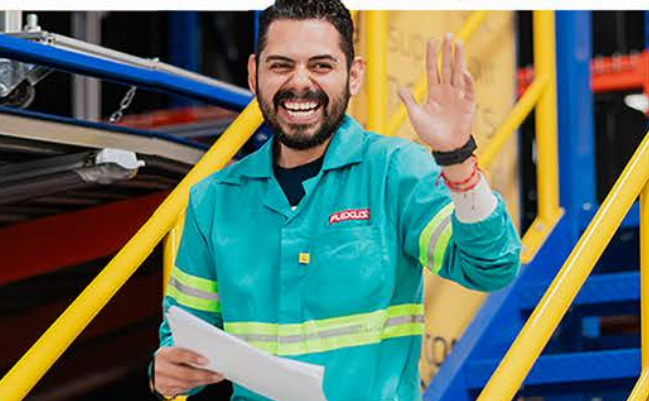
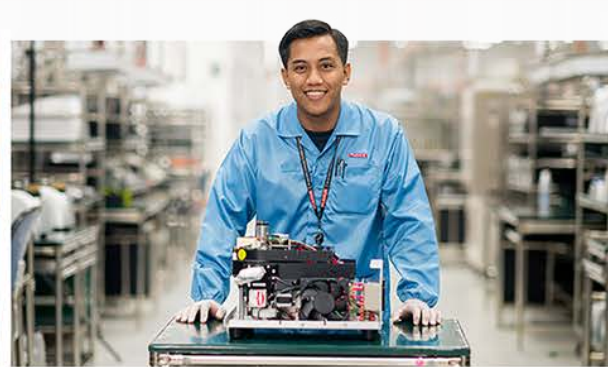
The progress shared in this report is a testament to the passion and performance of our global team members and the pursuit of realizing **our vision of building a better world.**

The milestones we achieved in fiscal 2025, from the rigorous third-party verification of our emissions to the expansion of our circularity footprint across our global locations, represent key elements of our ability to integrate sustainability deeply into our enterprise strategy.

As we look toward the future, our focus remains on deepening our transparency and expanding our influence across our stakeholders while continuing to foster a culture where every team member feels committed to our environmental and social impact.

While the challenges of a changing world are significant, our resolve is stronger. We leave fiscal 2025 with a clear roadmap and an enduring commitment to measuring our success by the lasting, positive impact we leave for our team members, our customers and the world.

WE ARE **PLEXUS**®





# ALIGNMENT TO STANDARDS & FRAMEWORKS

We leverage external standards and frameworks to help guide our efforts and we voluntarily submit data to a number of ratings agencies, including the following:

Raters & Rankers	2025 Max/Best	2025 Ratings
<b>CDP Climate Change</b>	A, A- (Leadership) B, B- (Management) C, C- (Awareness) D, D- (Disclosure)	C (Awareness)
<b>Ecovadis</b>	Platinum (Top 1%, 99+ percentile) Gold (Top 5%, 95+ percentile) Silver (Top 15%, 85+ percentile) Bronze (Top 35%, 65+ percentile)	Bronze 81st percentile
<b>ISS ESG</b>	1 (higher quality) through 10 (lower quality) compared against peer companies	Environmental - 6 Social - 2 Governance - 2
<b>ISS ESG Corporate</b>	A+, A, A- (Excellent) B+, B, B- (Good) C+, C, C- (Medium) D+, D, D- (Poor)	C (Medium) (Top 30%)
<b>MSCI ESG</b>	AAA, AA (Leader) A, BBB, BB (Average) B, CCC (Laggard)	AA (Leader) (Top 20%)
<b>RBA Corporate SAQ</b>	>=80 (Low Risk) >=60 and <80 (Medium Risk) <60 (High Risk)	90.0 (Low Risk)
<b>Sustainalytics</b>	0-9 (Negligible Risk) 10-19 (Low Risk) 20-29 (Medium Risk) 30-39 (High Risk) 40+ (Severe Risk)	10.4 (Low Risk)



# INDICES

[ALIGNMENT TO EXTERNAL STANDARDS & FRAMEWORKS](#) —→

[KEY PERFORMANCE INDICATORS \(KPIs\) & GLOBAL REPORTING INITIATIVE \(GRI\) INDEX](#) —→

[ALIGNMENT TO TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES \(TCFD\)](#) —→

[THIRD-PARTY ASSURANCE](#) —→

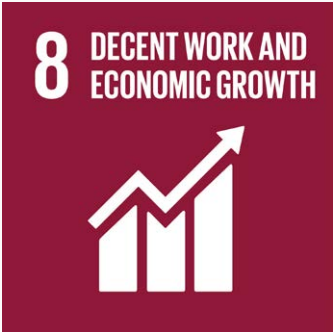
# ALIGNMENT TO UN SUSTAINABLE DEVELOPMENT GOALS (SDGs)



- *Team Member Health & Safety*
- *Social Responsibility*
- *Growing our People*
- *Building Belonging*
- *Strengthening our Communities*
- *Fiscal 2025 KPIs*



- *Strengthening our Communities*
- *Social Responsibility*
- *Our Operations*
- *Environmental Sustainability Strategy*
- *Environmental Management System*
- *Energy & Emissions*
- *Waste*
- *Water*
- *Code of Conduct & Business Ethics*
- *Fiscal 2025 KPIs*



- *Strengthening our Communities*
- *Team Member Engagement*
- *Team Member Growth & Development*
- *Pay Equity & Pay Transparency*
- *Fiscal 2025 KPIs*



- *Our Solutions*
- *Strengthening our Communities*
- *Environmental Sustainability Strategy*
- *Environmental Management System*
- *Energy & Emissions*
- *Waste*
- *Water*
- *TCFD*
- *Fiscal 2025 KPIs*



- *Our Solutions*
- *Creating Customer Success for End-Market Impact*
- *Quality | Delivering Excellence For a Better World*
- *Our Culture of Continuous Improvement*
- *BEST | Celebrating Innovation in Action*
- *Fiscal 2025 KPIs*



# KEY PERFORMANCE INDICATORS (KPIs) & GLOBAL REPORTING INITIATIVE (GRI) INDEX

The KPI summary captures our performance and progress over time and ensures accountability in setting goals and delivering on our commitments. Metrics listed will also include GRI codes, where possible.

GRI Disclosure(s)	KPI <sup>1</sup>	Definition	2020	2021	2022	2023	2024	2025
<b>Energy &amp; Emissions</b>								
302-1	Total Electricity Usage	MWh	167,739	167,013	172,710	177,712	180,546	181,900
302-3	Total Electricity Intensity	Normalized using kWh per \$1,000 USD revenue	49.47	49.58	45.31	42.21	45.58	45.10
302-1	Total Renewable Energy Produced on Site (Global)	MWh	No Data	No Data	No Data	2,539	3,559	6,890
302-1	Total Renewable Energy Purchased (Global)	MWh	No Data	No Data	No Data	No Data	4,112	20,215
302-1	% of Energy Consumed from the grid	%	No Data	No Data	No Data	No Data	98.03%	96.21%
302-1	% Non-Renewable Energy	%	No Data	No Data	No Data	98.57%	95.75%	85.10%
302-1	% Renewable Energy	%	No Data	No Data	No Data	1.43%	4.25%	14.90%
302-1	Total Natural Gas	US Therms	1,193,803	1,590,221	1,584,409	1,530,376	1,423,398	1,338,738
302-1	Total LP Gas	US Therms	44,372	41,961	52,615	61,449	56,803	56,197
305	Scope 1 & 2 Emissions (Market-Based)	Metric tonnes CO2e	104,289	107,519	112,260	108,678	101,926	92,356
305-1	Scope 1 Emissions	Metric tonnes CO2e	6,613	8,703	8,734	8,505	7,951	7,720
305-2	Scope 2 Emissions (Market-Based)	Metric tonnes CO2e	97,676	98,816	103,526	100,173	93,974	84,636
305-4	Scope 1 & 2 Emissions Intensity (Market-Based)	Normalized metric tonnes CO2e per \$1M USD revenue	30.76	31.92	29.43	25.81	25.73	22.90
305	Scope 1 & 2 Emissions (Location-Based)	Metric tonnes CO2e	No Data	No Data	No Data	No Data	No Data	99,862
305-2	Scope 2 Emissions (Location-Based)	Metric tonnes CO2e	No Data	No Data	No Data	No Data	No Data	92,142
305-4	Scope 1 & 2 Emissions Intensity (Location-Based)	Normalized Metric tonnes CO2e per \$1M USD revenue	No Data	No Data	No Data	No Data	No Data	24.76

<sup>1</sup>For instances where "No Data" is listed, the data may be available, but is only partially internally validated.

GRI Disclosure(s) ref	KPI	Definition	2020	2021	2022	2023	2024	2025
	<b>Scope 3 Emissions</b>	<b>Metric tonnes CO2e</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>478,811</b>
305	Category 1 – Purchased Goods & Services	Metric tonnes CO2e	No Data	No Data	No Data	No Data	No Data	388,274
305	Category 3 – Fuel and Energy Related Activities	Metric tonnes CO2e	No Data	No Data	No Data	No Data	No Data	23,070
305	Category 4 – Upstream Transportation and Distribution	Metric tonnes CO2e	No Data	No Data	No Data	No Data	No Data	20,266
305	Category 5 – Waste Generated in Operations	Metric tonnes CO2e	No Data	No Data	No Data	No Data	No Data	2,707
305	Category 6 – Business Travel	Metric tonnes CO2e	No Data	No Data	No Data	No Data	No Data	1,962
305	Category 7 – Employee Commuting	Metric tonnes CO2e	No Data	No Data	No Data	No Data	No Data	42,532
<b>Water</b>								
303-3	<b>Total Water Withdrawal</b>	<b>Gallons</b>	<b>231,329,910</b>	<b>257,786,457</b>	<b>287,081,085</b>	<b>327,544,703</b>	<b>262,022,485</b>	<b>264,834,674</b>
303-3	<b>Total Water Withdrawal intensity</b>	<b>Normalized using Gallons per \$M USD revenue</b>	<b>68,230.98</b>	<b>76,520.27</b>	<b>75,322.32</b>	<b>77,795.96</b>	<b>66,153.48</b>	<b>65,667.47</b>
303-3	<b>Extremely High Baseline Water Stress</b>	<b>According to World Resource Institute</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
303-3	<b>High Baseline Water Stress</b>	<b>According to World Resource Institute</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Waste</b>								
306-3	<b>Total Waste Generation</b>	<b>US Pounds</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>14,818,984</b>	<b>15,850,821</b>	<b>18,237,813</b>
306-3	<b>Total Waste Generation Intensity</b>	<b>Normalized using Tons per \$1,000 USD revenue</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>3.52</b>	<b>4.00</b>	<b>4.52</b>
306-5	<b>Total Waste to Landfill</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>2,970,119</b>	<b>2,086,978</b>
306-4	<b>Total Waste Recycled</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>11,155,723</b>	<b>13,916,337</b>
306-5	<b>Total Waste Incinerated</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>465,155</b>	<b>404,394</b>
306-4	<b>Total Waste Other Beneficial Reuse</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>1,259,824</b>	<b>1,830,104</b>
<b>Environmental, Health &amp; Safety (EHS)</b>								
403-9	<b>Total Recordable Incident Rate (TRIR)</b>	<b>TRIR * 200,000 / Total Labor Hours</b>	<b>0.23</b>	<b>0.40</b>	<b>0.36</b>	<b>0.24</b>	<b>0.14</b>	<b>0.22</b>
403-9	<b>Fatalities</b>	<b>Count</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
306-3	<b>Reportable Spills</b>	<b>Count</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>0</b>	<b>0</b>	<b>0</b>
307-1	<b>Environmental Fines</b>	<b>Count</b>	<b>No Data</b>	<b>No Data</b>	<b>No Data</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>ISO 14001 Sites Attested</b>	<b>%</b>	<b>94%</b>	<b>94%</b>	<b>89%</b>	<b>94%</b>	<b>94%</b>	<b>100%</b>
	<b>ISO 45001 Sites Attested</b>	<b>%</b>	<b>17%</b>	<b>17%</b>	<b>17%</b>	<b>11%</b>	<b>11%</b>	<b>12%</b>
	<b>ISO 50001 Sites Attested</b>	<b>%</b>	<b>7%</b>	<b>7%</b>	<b>6%</b>	<b>6%</b>	<b>6%</b>	<b>6%</b>

GRI Disclosure(s)	KPI	Definition	2020	2021	2022	2023	2024	2025
<b>Workforce Insights<sup>12</sup></b>								
2-7	<b>Total Employee Headcount</b>	<b>Global</b>	<b>19,441</b>	<b>19,200</b>	<b>24,019</b>	<b>23,014</b>	<b>21,331</b>	<b>20,242</b>
2-7	AMER	Regional	35.09%	35.58%	34.33%	31.72%	29.65%	30.15%
2-7	APAC	Regional	51.43%	52.53%	54.45%	54.11%	56.35%	58.26%
2-7	EMEA	Regional	13.48%	11.89%	11.22%	14.17%	14.00%	11.59%
2-7	<b>Global Summary</b>	<b>Global</b>	<b>19,441</b>	<b>19,200</b>	<b>24,019</b>	<b>23,014</b>	<b>21,331</b>	<b>20,242</b>
2-7	Executive	Global	0.06%	0.06%	0.06%	0.07%	0.08%	0.07%
2-7	Vice President	Global	0.13%	0.14%	0.11%	0.13%	0.16%	0.19%
2-7	Director	Global	0.76%	0.86%	0.77%	0.83%	0.80%	0.84%
2-7	Manager	Global	3.09%	3.48%	3.41%	3.78%	3.60%	3.74%
2-7	Supervisor	Global	2.35%	2.39%	2.24%	2.54%	5.11%	5.39%
2-7	Individual Contributor	Global	93.61%	93.07%	93.41%	92.65%	90.25%	89.77%
405-1	<b>Male Executive Management Team</b>	<b>Global</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>13</b>
405-1	<b>Female Executive Management Team</b>	<b>Global</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
405-1	<b>Female / Male</b>							
405-1	Total Females	Global	No Data	No Data	No Data	50.32%	50.07%	49.50%
405-1	Total Males	Global	No Data	No Data	No Data	49.03%	49.14%	50.44%
405-1	Total Choose Not to Identify	Global	No Data	No Data	No Data	0.65%	0.79%	0.06%
405-1	<b>Total Employee by Generation</b>							
405-1	Baby Boomer (1946-1964)	Generation	6.27%	5.12%	4.00%	3.58%	3.02%	2.45%
405-1	Generation X (1965-1980)	Generation	24.12%	22.93%	20.26%	20.27%	19.98%	19.30%
405-1	Generation Y / Millennial (1981-1996)	Generation	52.22%	49.64%	44.48%	43.66%	42.47%	41.60%
405-1	Generation Z (1997 and onwards)	Generation	17.39%	22.31%	31.26%	32.49%	34.53%	36.65%
401-1	<b>Total New Hires by Gender</b>					<b>7,540</b>	<b>4,544</b>	<b>4,013</b>
401-1	Male	Gender	No Data	No Data	No Data	45.93%	49.60%	55.15%
401-1	Female	Gender	No Data	No Data	No Data	53.86%	50.31%	44.68%
401-1	Choose Not to Identify	Gender	No Data	No Data	No Data	0.21%	0.09%	0.17%

<sup>12</sup>Plexus' hiring and promotion decisions are made strictly on a merit-based, race-neutral, and gender-neutral basis. Demographic data is tracked for statistical purposes and is not used as a factor in any individual employment decision.



GRI Disclosure(s)	KPI	Definition	2020	2021	2022	2023	2024	2025
401-1	<b>Total Internal Fill Rate</b>	Global	No Data	36%	21%	35%	42%	43%
401-1	# of Open Positions	Global	No Data	11,766	21,215	12,041	7,359	7,013
405-1, 405-2	<b>Total Promotions</b>	Global	No Data	No Data	No Data	2,344	3,136	3,081
405-1, 405-2	Choose Not to Identify	Global	No Data	No Data	No Data	0.11%	0.13%	0.03%
405-1, 405-2	Male	Global	No Data	No Data	No Data	45.49%	49.20%	48.98%
405-1, 405-2	Female	Global	No Data	No Data	No Data	54.40%	50.67%	50.99%
	<b>Team Member Engagement Survey Participation</b>	%	94.50%	98.50%	95.40%	97.16%	100.00%	No Data <sup>12</sup>
	Results	%	74%	69%	69%	74%	71.34%	No Data
	<b>Employee Resource Groups</b>	Global	No Data	2	4	5	5	5
	Chapters	Global	No Data	8	22	30	53	55
<b>Team Member Learning &amp; Development</b>								
404-1	<b>Training Hours Avg./ Employee</b>	Average	No Data	No Data	59	54	51	72
404-1	Training Hours	Global # Total Hours	No Data	No Data	1,428,119.15	1,242,181.29	1,088,859	1,462,906
205-2	<b>Completion of CoC Trainings</b>	%	99.95%	99.79%	99.90%	99.59%	99.80%	99.54%
<b>Charitable Giving &amp; Community Engagement</b>								
201-1	<b>PCF Donations</b>	\$	668,938	751,284	1,022,578	1,157,919	1,070,660	1,394,506
201-1	Number of Charitable Orgs Impacted	Global	65	55	69	54	62	79
401-2	<b>Total VTO Hours<sup>13</sup></b>	Global	No Data	No Data	6,288	19,763	21,877	32,054
401-2	AMER	Regional	No Data	No Data	3,960	7,311	9,945	10,798
401-2	APAC	Regional	No Data	No Data	176	10,408	7,156	16,172
401-2	EMEA	Regional	No Data	No Data	2,152	2,044	4,776	5,084
401-2	<b>VTO Participation Rate</b>	Global	No Data	No Data	4.53%	12.84%	15.94%	21.88%
<b>Additional Social Disclosures</b>								
GRI 2-6	<b>Activities, Value Chain and Other Business Relationships</b>							
GRI 2-29	<b>Approach to Stakeholder Engagement</b>							
GRI 408	<b>Child Labor</b>							
GRI 409	<b>Forced or Compulsory Labor</b>							
GRI 413	<b>Local Communities</b>							
GRI 403	<b>Occupational Health and Safety</b>							
GRI 2-23	Policy Commitments							
GRI 308-1	<b>Supplier Environmental Assessment</b>							
GRI 414-1	<b>Supplier Social Assessment</b>							

<sup>12</sup>Survey not completed in fiscal 2025 due to a transition in the tool used to support the survey process

<sup>13</sup>VTO Program formally introduced in fiscal 2022

GRI Disclosure(s)	Category	KPI	2020	2021	2022	2023	2024	2025
<b>Plexus Company Overview</b>								
	General Metrics	Facilities	26	26	28	28	26	26
201-1	General Metrics	Revenue	\$3.9B	\$3.37B	\$3.81B	\$4.21B	\$3.96B	\$4.03B
201-1	General Metrics	ROIC	14.00%	15.40%	13.00%	13.40%	11.80%	14.60%
201-1	General Metrics	Diluted EPS	\$3.93	\$4.76	\$4.86	\$4.95	\$4.01	\$6.26
	General Metrics	Square Feet of Operations	4.5M sq ft	4.5M sq ft	5.1M sq ft	5.1M sq ft	5.0M sq ft	5.0M sq ft
<b>Ethics Reporting &amp; Enforcement</b>								
2-26	Ethics	Ethics Reports Received	No Data	No Data	No Data	134	111	102
<b>Additional Governance Disclosures</b>								
GRI 206	<i>Anti-Competitive Behavior</i>							
GRI 205	<i>Anti-Corruption</i>							
GRI 2-15	<i>Conflicts of Interest</i>							
GRI 418	<i>Customer Privacy</i>							
GRI 2-13	<i>Delegation of Responsibility for Managing Impacts</i>							
GRI 2-24	<i>Embedding Policy Commitments</i>							
GRI 2-5	<i>External Assurance</i>							
GRI 2-9	<i>Governance Structure and Composition</i>							
GRI 3	<i>Material Topics</i>							
GRI 2-26	<i>Mechanisms for Seeking Advice and Raising Concerns</i>							
GRI 2-28	<i>Membership Associations</i>							
GRI 2-1	<i>Organizational Details</i>							
GRI 2-3	<i>Reporting Period, Frequency and Contact Point</i>							
GRI 2-12	<i>Role of the Highest Governance Body in Overseeing Impacts</i>							
GRI 207	<i>Tax</i>							



# ALIGNMENT TO TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

Topic	Disclosure	Source(s) & Plexus Response
<b>Governance</b>	Describe the board's oversight of climate-related risks and opportunities.	See Governance section in our <a href="#">Fiscal 2023 TCFD Report</a> Fiscal 2025 Sustainability Report   <a href="#">Sustainability Governance CDP Questionnaire</a>   C4.1.1, C4.1.2
	Describe management's role in assessing and managing climate-related risks and opportunities.	See Governance section in our <a href="#">Fiscal 2023 TCFD Report</a> Fiscal 2025 Sustainability Report   <a href="#">Risk Management CDP Questionnaire</a>   C4.3, C4.3.1
<b>Strategy</b>	Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	See Strategy section in our <a href="#">Fiscal 2023 TCFD Report</a> Fiscal 2025 Sustainability Report   <a href="#">Sustainability Overview CDP Questionnaire</a>   C2.1, C3.1, C3.6
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	See Strategy section in our <a href="#">Fiscal 2023 TCFD Report</a> Fiscal 2025 Sustainability Report   <a href="#">Sustainability Overview CDP Questionnaire</a>   C5.3, C5.3.1/C5.3.2
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	See Strategy section in our <a href="#">Fiscal 2023 TCFD Report</a> <a href="#">CDP Questionnaire</a>   C5.1, C5.2
<b>Risk Management</b>	Describe the organization's processes for identifying and assessing climate-related risks.	See Risk Management section in our <a href="#">Fiscal 2023 TCFD Report</a> Fiscal 2025 Sustainability Report   <a href="#">Risk Management CDP Questionnaire</a>   C2.2.2
	Describe the organization's processes for managing climate-related risks.	See Risk Management section in our <a href="#">Fiscal 2023 TCFD Report</a> Fiscal 2025 Sustainability Report   <a href="#">Risk Management CDP Questionnaire</a>   C2.2.2, C4.3.1
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	See Risk Management section in our <a href="#">Fiscal 2023 TCFD Report</a> Fiscal 2025 Sustainability Report   <a href="#">Risk Management CDP Questionnaire</a>   C2.2.2.10
<b>Metrics &amp; Targets</b>	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	See Metrics & Targets section in our <a href="#">Fiscal 2023 TCFD Report</a> Fiscal 2025 Sustainability Report   <a href="#">KPI Summary CDP Questionnaire</a>   C3.6.2, C7.30/C7.30.1, C7.45
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	See Metrics & Targets section in our <a href="#">Fiscal 2023 TCFD Report</a> Fiscal 2025 Sustainability Report   <a href="#">KPI Summary CDP Questionnaire</a>   C7.6, C7.7, C7.8
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	See Metrics & Targets section in our <a href="#">Fiscal 2023 TCFD Report</a> Fiscal 2025 Sustainability Report   <a href="#">KPI Summary CDP Questionnaire</a>   C7.53/C7.53.2, C7.54/C7.54.2

# THIRD-PARTY ASSURANCE

To ensure the reliability and integrity of our sustainability disclosures, Plexus engaged with Keramida Inc., a global sustainability, EHS and engineering services firm, to provide independent third-party verification of our greenhouse gas emissions inventory. This verification engagement covers our Scope 1, Scope 2 (Location and Market-Based) and material Scope 3 emissions, providing our stakeholders, customers and investors with high-confidence validation of the accuracy and completeness of our environmental performance data.

Our progress and areas to monitor are reviewed quarterly with our PLT Sustainability Committee, including our President & CEO, and biannually with the Board.



401 North College Avenue  
Indianapolis, Indiana 46202  
(317) 685-6600 • Fax (317) 685-6610  
**1-800-508-8034**  
info@keramida.com • www.keramida.com

## Limited Assurance for 2025 GHG Metrics For Plexus's Inventory

January 30, 2026

KERAMIDA Inc. (KERAMIDA) was engaged by Plexus Corp. (Plexus) to provide limited assurance greenhouse gas (GHG) verification of their FY2025 Scope 1 and Scope 2 GHG emissions inventory. The data and calculations being verified cover the period of September 29, 2024, to September 27, 2025. KERAMIDA is an accredited solution provider to CDP.

### Statement of Independence

KERAMIDA affirms our independence from Plexus and is free from bias and conflicts of interest related to the assurance of the environmental data.

### Verification Assurance Opinion

Based on the process and procedures conducted, there is no evidence that the verified GHG emissions calculations and summaries are not a fair representation of the actual GHG emissions data and information.

Plexus has established an appropriate system for collecting, calculating, and analyzing quantitative data and information for the GHG emissions for the stated time period, scope, and level of assurance. An opinion of limited assurance was concluded based on KERAMIDA's verification.

### KERAMIDA's Approach

Verification was conducted in accordance with ISO 14064-3: 2019 *Specification with guidance for the validation and verification of greenhouse gas assertion*, which is an approved verification standard accepted by the Carbon Disclosure Project (CDP). The scope of work was to provide limited assurance for the verification of their GHG emissions inventory.

### Validation scope of the reporting company's GHG emissions

- Organizational boundaries: Operational Control Approach for Plexus

### Time Period

- September 29, 2024, to September 27, 2025

### Level of Assurance

- Limited
- Materiality Threshold: 5% as suggested by ISO 14064-3 (2019).

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FY 2025 Plexus GHG Verification  
Page 2

### Criteria

- Measured against GHG Protocol and EPA Guidance

### KERAMIDA's Methodology and Procedure

#### Procedure performed during the verification

- Interviews with key personnel involved in the process of data collection, compiling, calculating, and preparing the emissions data report. All meetings were conducted virtually;
- Assessed the data management systems and protocols by:
  - Understanding the selection process for data to be used and reported.
  - Conducting assurance procedures to assess the accuracy of data collected and reported; and
  - Understanding the calculation approach and methods.
- Review of a variety of data analytics to check the reasonableness of the data and calculations;
- A variety of re-calculation procedures to confirm stated quantities.
- Evaluated the reasonableness of any assumptions used in support of disclosures;
- Reviewed how disclosures were presented and determined if they were representative of data and operations.

Table 1. Data Verified by KERAMIDA

Scope	CO <sub>2</sub> e (MT)
Scope 1	7,720
Scope 2 (Location-Based)	92,142
Scope 2 (Market-Based)	84,636

This verification statement, including the opinion expressed herein, is provided to Plexus and is solely for the benefit of Plexus in accordance with the terms of our agreement. We consent to the release of this statement by you for sustainability reporting disclosures, including to CDP in order to satisfy the terms of CDP disclosure requirements, but without accepting or assuming any responsibility or liability on our part to CDP or to any other party who may have access to this statement.

Signed by KERAMIDA, Inc. on January 30, 2026:

*E. Agioutanti*

Ellie Agioutanti, M.S.  
Sustainability Manager  
KERAMIDA Inc.

*Xuqing Xiong*

Xuqing Xiong, M.S., P.E.  
Accredited Lead GHG Verifier  
Vice President, GHG Services  
KERAMIDA Inc.

# THIRD-PARTY ASSURANCE



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(800) 508-8034  
keramida.com

## Limited Assurance for Fiscal Year 2025 Scope 3 GHG Emissions

April 24, 2026

KERAMIDA Inc. (KERAMIDA) was engaged by Plexus Corp. (Plexus) to provide independent limited assurance greenhouse gas (GHG) verification of its fiscal year 2025 Scope 3 Categories 1, 3, 4, 5, 6 and 7 GHG emissions inventory. The data and calculations being verified cover the period from September 29, 2024, to September 27, 2025. The calculation of the GHG inventory is the sole responsibility of Plexus, using guidance per the US Environmental Protection Agency and the GHG Protocol standards.

### STATEMENT OF INDEPENDENCE

KERAMIDA affirms our independence from Plexus and is free from bias and conflicts of interest related to the assurance of the environmental data.

### VERIFICATION ASSURANCE OPINION

Based on the process and procedures conducted, there is no evidence that the GHG emissions calculations and summary are not a fair representation of the actual GHG emissions data and information.

In KERAMIDA's opinion, Plexus has established an appropriate system for collecting, calculating, and analyzing quantitative data and information for the GHG emissions for the stated time period, scope, and level of assurance.

### KERAMIDA'S APPROACH

Verification was conducted in accordance with ISO 14064-3: 2019 Specification with guidance for the validation and verification of GHG assertion. The scope of work was to provide limited assurance for the verification of Plexus's GHG emissions inventory and energy use data, and verification was led by an accredited California Lead GHG Verifier.

Validation scope of the reporting company's GHG emissions

- Organizational boundaries: Operational Control Approach

Time Period

- September 29, 2024, to September 27, 2025

Level of Assurance

- Limited
- Materiality Threshold: 5% as suggested by ISO 14064-3 (2019)



### KERAMIDA'S METHODOLOGY AND PROCEDURE

Procedure performed during the verification:

- Interviews with key personnel involved in the process of compiling, calculating, and preparing the emissions data report and energy data.
- Review of evidence and data in support of key disclosures in the emissions report and energy disclosure.
- Review of a variety of data analytics to check the reasonableness of the data and calculations.
- A variety of re-calculation procedures to confirm stated quantities.
- Evaluation of the reasonableness of any assumptions used in support of disclosures.
- Review of how disclosures were presented and determine if they were representative of data and operations.

TABLE 1. FY2025 DATA VERIFIED BY KERAMIDA

Scope	CO <sub>2</sub> e (MT)
Scope 3: Category 1 - Purchased Goods & Services	388,274
Scope 3: Category 3 - Fuel and Energy Related Activities	23,070
Scope 3: Category 4 - Upstream Transportation and Distribution	20,266
Scope 3: Category 5 - Waste Generated in Operations	2,707
Scope 3: Category 6 - Business Travel	1,962
Scope 3: Category 7 - Employee Commuting	42,532

This verification statement, including the opinion expressed herein, is provided to Plexus and is solely for the benefit of Plexus in accordance with the terms of our agreement. We consent to the release of this statement by you for sustainability reporting disclosures, including to CDP in order to satisfy the terms of CDP disclosure requirements, but without accepting or assuming any responsibility or liability on our part to CDP or to any other party who may have access to this statement.

Signed by KERAMIDA Inc. on April 24, 2026:

Ellie Agioutanti, M.S.  
Manager, GHG & Sustainability Data  
KERAMIDA Inc.  
Indianapolis, Indiana, United States

Xuqing Xiong, P.E., M.S.  
Accredited Lead GHG Verifier  
Vice President, GHG & Sustainability Data  
KERAMIDA Inc.  
Indianapolis, Indiana, United States



# FORWARD-LOOKING STATEMENT

This report contains certain forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These statements are not historical facts and include statements regarding the Company's beliefs, estimates, and expectations relating to its future prospects, developments and business and other strategies. These statements are often identified by use of words such as "anticipate," "believe," "intend," "estimate," "expect," "continue," "should," "could," "may," "plan," "project," "predict," "will" "potential," "forecast," "commit," and similar expressions. Such statements involve known and unknown risks, uncertainties and other factors that could cause our actual results, performance, or achievements to be materially different from any future results, performance or achievements expressed or implied by these forward-looking statements. Factors that could cause or contribute to such differences include those discussed in the company's filings with the Securities and Exchange Commission, including the Company's Annual Report on Form 10-K for the year ended September 27, 2025, subsequent quarterly reports on Form 10-Q and current reports on Form 8-K. You should not place undue reliance on these forward-looking statements. In addition, the forward-looking statements in this report speak only as of the date hereof and we undertake no obligation, except as required by law, to update or release any revisions to any forward-looking statement, whether as a result of new information, future events, or otherwise. The information captured in this report covers activities that occurred between September 29, 2024 and September 27, 2025, published as of June 1, 2026.